



Questionnaire 2026

How does your company increase its competitiveness through Lean and active sustainability? How deeply anchored are lean management and excellence systems in the company? How do you manage to make your company fit for the future?

Your benefits

- Award for excellence and sustainability
- Independent site assessment
- Practical application & Expert feedback for further development
- Motivating your own staff to drive these topics forward



A joint project of



Introduction and background

The Lean & Green Management Award honours excellent approaches in the areas of lean-management corporate sustainability. The Rating focuses on the sustainable and lean-oriented use of resources.

Resource efficiency means: Responsible use of all resources within the company's sphere of influence (especially energy, materials and time).

Your benefits

Questionnaire

- Self-assessment using the questionnaire

Digital assessment

- Expert interview to determine the winners
- Personal feedback about individual strengths and potential for further development
- Benchmark comparison of Lean & Green performance to other participants

Awards Ceremony

- Award at the Lean & Green Summit at Gerhard Schubert GmbH in Crailsheim
- Insights into the best practices of the winning companies, factory tour and networking

Central Questions

- What do the most resource-efficient companies do better?
- How are lean principles and methods successfully implemented?
- How can Lean & Green topics be profitably integrated into production systems?
- Which innovations are promising and in which areas are there effective practical applications?
- How are all employees and managers encouraged to act in a way that conserves resources?

Prizes and determination of winners

The Lean & Green Management Award is aimed at companies with at least 150 employees and has been awarded since 2012. A jury of representatives from science, business and the media decides on the winners. One main prize and up to four special prizes will be awarded, with a special "Human Work Design Award" for work efficiency and ergonomics being presented for the first time in 2026, in cooperation with the MTM ASSOCIATION e. V.

Scientific support

The Lean & Green Management Award is scientifically supported by the "Technical University of Munich" and the "Technical University of Würzburg-Schweinfurt".

Schedule

Step 1 – Application

- Submission of the questionnaire (application deadline): April 30, 2026 (early submission makes it easier to find dates for interviews/visits)

Step 2 – Finding a winner

- Online interview by our Lean & Green experts: May-June 2026
- Jury decision on the winners: Middle of July 2026

Step 3 – Awards Ceremony

- Lean & Green Summit: October 29, 2026

Lean & Green Summit

The award ceremony will take place at the Lean & Green Summit at Gerhard Schubert GmbH in Crailsheim.



As usual, the winners of the Lean & Green Management Award 2026 will provide exciting and exclusive insights into their recipes for success and practical suggestions. During the factory tour, participants will learn how lean management, sustainability and Industry 4.0 applications are put into practice at Gerhard Schubert. Afterwards, there will be plenty of opportunities for direct exchange and networking.

Conditions of participation

The award is aimed at companies with at least 150 employees.

The initial assessment is based on the questionnaire and a full-day on-site visit by two Lean & Green experts.

Re-assessments can be carried out in a 3-hour online appointment.

Companies outside the DACH region (Germany, Austria, Switzerland) compete in an extra category and the assessments also take place in a 3-hour online appointment.

Participation in the Lean & Green Summit is free of charge for 3 employees from participating companies in the Lean & Green Management Awards.

Expense allowance for an on-site assessment €3,000 (flat rate) / online assessment €1,000 (flat rate) - no further costs.

Instructions for filling out the questionnaire

Please fill out the questionnaire as completely as possible. If certain figures are not available, qualified

estimates or approximate calculations are also possible. If certain questions are not relevant for you, mark these fields with "n.a.". We ask you to send comments and explanations separately in an attachment.

1. Name and address

(Parent) Company Name: Industry: Address:
Participating location Address: Country: Website:
Person responsible for completing the questionnaire Name: Function: Telephone (+Country / Area Code / Number): Fax (+Country / Area Code / Number): Email:

General information

Please send us the completed questionnaire by email and as a PDF to: **award@lean-and-green.de**

We are happy to assist you with any organisational or content-related questions.

Contact

T&O Unternehmensberatung GmbH
- Lean & Green Management Award -
Elsenheimerstraße 47
80687 München
Tel. +49 89 12598470

Confidentiality

All data and information collected will be treated confidentially and will not be passed on to anyone outside the Lean & Green team. Your information will only be used anonymously for statistical purposes. The winners are the only participants mentioned by name.

Application deadline is April 30th, 2026.
Early submission and interviews or visits are possible.

2. Basic data of the participating site

2.1. For which industry does your location mainly produce? Multiple answers possible – focus on areas with the largest share of sales

2.2. Annual sales or turnover

Sales (million Euro)	2022	2023	2024	2025	expected 2030	Comment
Entire company						
Participating location						

2.3. Average number of employees

Employees including temporary employees (average number – base FTE)	2022	2023	2024	2025	expected 2030	Comment
Entire company/group						
Participating location						

2.4. Which core processes best describe your economic model?

3. Strategy, market & business model

3.1. How do you weight the importance of the following success factors for your location and your positioning in relation to your most important competitors?

Success factors (related to own value creation – not product)	Importance for your location					Position relative to competitors				
	Less important					Worse				
	1	2	3	4	5	1	2	3	4	5
Plant-productivity	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Work efficiency	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Sustainability	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Quality	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Innovation	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Agility / Flexibility	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Attractiveness as an employer	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Ergonomics	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Material efficiency	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Energy efficiency	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Digitalisation / networking	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

3.2. Does a written sustainability strategy exist and how do you assess its effectiveness in relation to your location?

Sustainability strategy / report	Low					High	Comment
	1	2	3	4	5		
Effectiveness (How groundbreaking is the strategy? How relevant for the location)	☐	☐	☐	☐	☐		
Measurability (How specifically can progress be measured?)	☐	☐	☐	☐	☐		
Which standards and frameworks is your report based on?				When did you start reporting?			No standard ☐

3.3. What systems/methods for operationalising strategies exist in your company and how do you assess their effectiveness at your location?

Operationalisation	Low					High	Comment
	1	2	3	4	5		
Strategic Project Portfolio Management (SPMO)	☐	☐	☐	☐	☐		
Goal derivation process (e.g. Hoshin Kanri, OKR, etc.)	☐	☐	☐	☐	☐		
Balanced scorecards	☐	☐	☐	☐	☐		
Holistic business excellence systems	☐	☐	☐	☐	☐		
More:	☐	☐	☐	☐	☐		

3.4. How closely is your sustainability strategy linked to general strategy processes and methods?

Integration	Low					High	Comment
	1	2	3	4	5		
Sustainability goals are integrated into existing strategy processes	☐	☐	☐	☐	☐		
Sustainability projects/measures are part of the strategic project portfolio	☐	☐	☐	☐	☐		
More:	☐	☐	☐	☐	☐		

3.5. What potential do you see for increasing resource efficiency at your location?

(View 3-5 years, changes in production volume neutralised; negative values are reductions in consumption)

Potential	%	Potential	%
Power consumption		Water consumption/wastewater	
Gas/oil consumption		Material consumption	

4. Leadership & employees

4.1. How do you assess the average competence and self-image of your management team in relation to the Lean & Green transformation? (divide 100% leaders each)

Managers as drivers of	Low					High	Comment
	1	2	3	4	5		
Lean transformation (realisation / living a culture of excellence)	☐	☐	☐	☐	☐		
Green transformation (implementation of environmental and sustainability goals)	☐	☐	☐	☐	☐		
Work efficiency and ergonomics	☐	☐	☐	☐	☐		

4.2. How do you assess the fusion of your "Lean & Green systems"?

Portion of employees who	Low					High	Comment
	1	2	3	4	5		
have conscious contact with lean or excellence topics	☐	☐	☐	☐	☐		
have conscious contact with green or sustainability issues	☐	☐	☐	☐	☐		
Have conscious contact with Work efficiency and ergonomics topics	☐	☐	☐	☐	☐		

4.3. Regarding integrating managers and employees, are lean and excellence methods linked to sustainability and environmental management?

Integration	Low					High	Comment
	1	2	3	4	5		
Sustainability goals are part of personal target agreements (quantified)	☐	☐	☐	☐	☐		
Sustainability topics are regularly part of the suggestion system	☐	☐	☐	☐	☐		
Sustainability topics are integrated into coaching and leadership methods	☐	☐	☐	☐	☐		
More:	☐	☐	☐	☐	☐		

4.4. How big are your “Lean & Green teams”?

Experts / Staff positions	Number of persons	FTE
Employees who work with lean, excellence and process improvement		
Employees who work with green (sustainability, energy, environmental management)		

4.5. What percentage of your employees have been trained in the last two years and how much of your employees' working time have you invested in this?

	Number of employees	Invested working time
Resource efficiency topics	%	hours/employees
Lean-Management topics	%	hours/employees

5. Process orientation & transparency
5.1. How do you estimate the process orientation of your organisation (alignment with end-to-end processes and value streams vs. alignment with departments)?

Processes and responsibilities are	Low					High	Comment
	1	2	3	4	5		
managed across interfaces (no “departmental silos”)	☐	☐	☐	☐	☐		
clearly described (e.g. lived process maps, standards)	☐	☐	☐	☐	☐		

5.2. How transparently do you estimate your own resource consumption?

Transparency about consumption of	Low					High	Comment
	1	2	3	4	5		
Energy (electricity)	☐	☐	☐	☐	☐		
Energy (gas, oil)	☐	☐	☐	☐	☐		
Energy (heat)	☐	☐	☐	☐	☐		
Material (consumables, rejects, waste)	☐	☐	☐	☐	☐		
Loss of time and capacity	☐	☐	☐	☐	☐		

5.3. Do you collect carbon footprints?

CO ₂ eq records		Scope 3 records	
Corporate Carbon Footprint (CCF)	☐	Some categories	☐
Product Carbon Footprint (PCF)	☐	All (or almost all) categories	☐

5.4. Which systems/methods for cross-interface control and improvement exist in your company? How pronounced and effective are these?

Application and efficacy of	Low					High	Comment
	1	2	3	4	5		
value stream management (VSM) in productive areas	☐	☐	☐	☐	☐		
process analysis and design in administrative areas	☐	☐	☐	☐	☐		
More:	☐	☐	☐	☐	☐		

5.5. Are lean and excellence methods linked to sustainability and environmental management in terms of process orientation, transparency and control?

Integration	Low					High	Comment
	1	2	3	4	5		
Energy & environmental topics are linked to value stream analysis (e.g. E-VSM)	☐	☐	☐	☐	☐		
Waste analysis including energy and environmental issues (e.g. Muda analysis with Green)	☐	☐	☐	☐	☐		
More:	☐	☐	☐	☐	☐		

6. Planning & Control

6.1. How controllable and action-orientated do you consider the existing Lean-system and sustainability strategy?

Effect of standards, goals & key figures	Low					High	Comment
	1	2	3	4	5		
Cross-level commitment to the lean system	☐	☐	☐	☐	☐		
Cross-level commitment to the sustainability strategy	☐	☐	☐	☐	☐		
More:	☐	☐	☐	☐	☐		

6.2. What planning and control systems exist in your company? How well-developed and effective are they?

Application and effectiveness of	Low					High	Comment
	1	2	3	4	5		
Sales and Operations Planning (S&OP)	☐	☐	☐	☐	☐		
Performance or shop floor management in productive areas	☐	☐	☐	☐	☐		
Performance or shop floor management in administrative areas	☐	☐	☐	☐	☐		
Current time data (planned, distributed, target times, actual/target comparisons)	☐	☐	☐	☐	☐		
Time management methods (REFA time studies, MTM, estimation)	☐	☐	☐	☐	☐		
More:	☐	☐	☐	☐	☐		

6.3. Are lean and excellence methods linked to sustainability and environmental management in terms of planning and control?

Integration	Low					High	Comment
	1	2	3	4	5		
Sustainability indicators are part of shop floor management (& Office Floor Mgmt.)	☐	☐	☐	☐	☐		
Sustainability indicators are integrated into regular "business reviews"	☐	☐	☐	☐	☐		
More:	☐	☐	☐	☐	☐		

7. Supply Chain Management & Logistics

7.1. Do you engage in active supplier development = mutual support in terms of expertise, resources and knowledge? (e.g. joint workshops and projects to optimise supply chain)

No active supplier development	☐
Pilot: Occasional joint projects with suppliers	☐
Supplier development is actively conducted with several key suppliers	☐
Active supplier development is regularly conducted with most key suppliers	☐
Active supplier development is continuously conducted with all main suppliers	☐

7.2. What mandatory requirements regarding resource efficiency do you demand of your key series suppliers? (Multiple answers possible)

Environmental management system certification (ISO14000 ff)	☐
Energy management system certification (DIN 16000 ff/DIN EN 50000 ff)	☐
Corporate Social Responsibility (CSR) Assessment via questionnaire	☐
Transparency about CO ₂ eq emissions (CCFs or PCFs)	☐
Self-developed criteria (Code of Conduct)	☐
More:	☐
More:	☐

7.3. How important are environmental aspects (e.g. CO₂, noise, packaging, ...) when choosing appropriate means of transport and transport routes?

Environmental aspects are not considered	☐
Occasionally, environmental aspects are considered	☐
Environmental aspects are considered and documented in a standardised way	☐
Environmental aspects are decision-making criteria and are documented in specifications	☐
Environmental aspects are key decision criteria, documented in specifications and targets are defined	☐

7.4. Which systems/methods for optimising the supply chain and logistics exist in your company? How pronounced and effective are these?

Application and efficacy of	Low					High	Comment
	1	2	3	4	5		
Just in Time (JIT) – Just in Sequence (JIS) principles	☐	☐	☐	☐	☐		
Digital connection of the supply chain	☐	☐	☐	☐	☐		
Pull – flow principles in your own processes (e.g. Kanban)	☐	☐	☐	☐	☐		
Continuous inventory management (e.g. ABC-xyz analyses)	☐	☐	☐	☐	☐		
More:	☐	☐	☐	☐	☐		

7.5. When it comes to supply chain management & logistics, are lean and excellence methods linked to sustainability and environmental management?

Lean & Green integration	Low					High	Comment
	1	2	3	4	5		
Sustainability aspects are quantified criteria when selecting suppliers	☐	☐	☐	☐	☐		
Sustainability aspects are integrated into the supplier portal (digital collaboration)	☐	☐	☐	☐	☐		
Environmental aspects and goals are integrated into packaging & transport analyses	☐	☐	☐	☐	☐		
More:	☐	☐	☐	☐	☐		

8. Machines, facilities & infrastructure

8.1. Which systems/methods for optimising machines, facilities and infrastructure exist in your company? How pronounced and effective are these?

Application and efficacy of	Low					High	Comment
	1	2	3	4	5		
Key figure visualization on facilities (e.g. OEE)	☐	☐	☐	☐	☐		
TPM (Total Productive Maintenance)	☐	☐	☐	☐	☐		
Quick change over (SMED)	☐	☐	☐	☐	☐		
More:	☐	☐	☐	☐	☐		

8.2. How well have you managed to optimise the resource consumption of your machines and facilities in the last 2 years?

Effectiveness of optimisation measures	Low					High	Comment
	1	2	3	4	5		
The consumption of production facilities or facilities of direct value creation	☐	☐	☐	☐	☐		
The consumption of the building infrastructure (including technical building equipment TBE)	☐	☐	☐	☐	☐		

8.3. What are the most effective measures you have taken to optimise resource consumption over the last three years? (on facilities and machines and/or infrastructure)

Brief description of the measures	Efficacy			
	Low	Medium	High	Very high
1:	☐	☐	☐	☐
2:	☐	☐	☐	☐
3:	☐	☐	☐	☐

8.4. How do you estimate the time required for maintenance work on your machines and facilities?

Time required for	Low					High	Comment
	1	2	3	4	5		
preventive maintenance activities	☐	☐	☐	☐	☐		
reactive maintenance activities	☐	☐	☐	☐	☐		
optimising maintenance activities	☐	☐	☐	☐	☐		

8.5. Are lean and excellence methods linked to sustainability and environmental management when it comes to machines, facilities and infrastructure?

Lean & Green integration	Low					High	Comment
	1	2	3	4	5		
Sustainability aspects are quantified decision-making criteria in procurement	☐	☐	☐	☐	☐		
Optimisation of resource consumption is part of TPM measures and goals	☐	☐	☐	☐	☐		
Sustainability aspects are made transparent (e.g. 5S audits, Visual Mgmt.)	☐	☐	☐	☐	☐		
More:	☐	☐	☐	☐	☐		

9. Quality & management systems

9.1. Which certifications and management systems do you have/or which ones do you use? (Multiple answers are possible)

Environmental management system certification (EMAS / ISO 14000)	☐
Energy management system certification (ISO 50001)	☐
Occupational health and safety management system (ISO 45001)	☐
Quality management system (ISO 9001)	☐
More:	☐
More:	☐

9.2. Which quality-related lean methods and tools exist in your company? How pronounced and effective are these?

Application and efficacy of	Low					High	Comment
	1	2	3	4	5		
fast response systems (e.g. Andon)	☐	☐	☐	☐	☐		
error avoidance system (Poka Yoke/Jidoka)	☐	☐	☐	☐	☐		
standardised Q-Tools & Root Cause Analysis (e.g. A3 forms; 8D reports)	☐	☐	☐	☐	☐		
More:	☐	☐	☐	☐	☐		

9.3. How well are your management systems anchored in your organisation and in your routine processes?

Management systems	Does not apply			Applies		Comment
	1	2	3	4	5	
are well coordinated, parallel systems are avoided.	☐	☐	☐	☐	☐	
are broadly anchored in the organization. Responsibility not only in staff positions	☐	☐	☐	☐	☐	
More:	☐	☐	☐	☐	☐	

9.4. Are quality-related excellence methods linked to sustainability and environmental management?

Lean & Green integration	Low					High	Comment
	1	2	3	4	5		
Root cause analyses and "Q-Tools" are applied to sustainability issues	☐	☐	☐	☐	☐		
Regular assessment of workplaces with regard to environmental aspects	☐	☐	☐	☐	☐		
More:	☐	☐	☐	☐	☐		

10. Process development, workplace design & improvement

10.1. What methods and tools does your company use in the area of process development? How well developed and effective are they?

Application and effectiveness of	Low					High	Comment
	1	2	3	4	5		
Design for Manufacturing & Assembly (DfMA)	☐	☐	☐	☐	☐		
FMEA (design- and process-FMEA)	☐	☐	☐	☐	☐		
Virtual planning / Simulation (e.g. 3D-/VR-Layout, process simulation)	☐	☐	☐	☐	☐		
Work- and time management analyses (e.g. REFA-time studies/MTM)	☐	☐	☐	☐	☐		
More:	☐	☐	☐	☐	☐		

10.2. What methods do you use to assess and improve ergonomics? How well-developed and effective are they?

Application and effectiveness of	Low					High	Comment
	1	2	3	4	5		
Key feature methods (KFM)	☐	☐	☐	☐	☐		
EAWS (Ergonomic Assessment Worksheet)	☐	☐	☐	☐	☐		
REBA (Rapid Entire Body Assessment)	☐	☐	☐	☐	☐		
5S/6S System	☐	☐	☐	☐	☐		
More:	☐	☐	☐	☐	☐		

10.3. How would you rate your organisation's maturity level regarding the 5S/6S system?

Application and effectiveness of	Low					High	Comment
	1	2	3	4	5		
5S/6S in everyday working life	☐	☐	☐	☐	☐		
5S/6S events or workshops	☐	☐	☐	☐	☐		
5S/6S audits or assessments	☐	☐	☐	☐	☐		
More:	☐	☐	☐	☐	☐		

10.4. What methods and tools exist in your company to improve occupational safety? How well developed and effective are they?

Application and effectiveness of	Low					High	Comment
	1	2	3	4	5		
„Near Miss“ management	☐	☐	☐	☐	☐		
Behaviour Based Safety (BBS)	☐	☐	☐	☐	☐		
Safety indicators / Leading indicators	☐	☐	☐	☐	☐		
More:	☐	☐	☐	☐	☐		

10.5. What role do sustainability and environmental aspects play in process development and workplace design?

Lean & Green integration	Low					High	Comment
	1	2	3	4	5		
Clear criteria in process development (e.g. when selecting equipment)	☐	☐	☐	☐	☐		
Regular "green assessment" of areas and workplaces (e.g. in 5S)	☐	☐	☐	☐	☐		
More:	☐	☐	☐	☐	☐		

11. Effectiveness and improvements

11.1. What are the most important operational metrics for measuring company success and how have they changed? (e.g. OEE, PPM, sustainability rating, lead time, WIP, delivery reliability, ...)

Improved metrics (e.g. OEE, PPM, lead time, WIP, ...)	Scored improvement	Period	Examples that led to the improvement
	%		
	%		
	%		
	%		
	%		

11.2. Energy consumption data

Distribution of absolute energy consumption	2019	2025	Percentage development* of specific consumption (e.g. kWh/€ sales volume)	Comment
Electricity (MWh)				
Gas (MWh)				
Oil (l)				
Heat (MWh)				

*neg. values are improvement; economies of scale/production mix changes are factored out

11.3. Renewable and self-generated energy

Proportion of total consumption	Electricity		Gas/Biogass/Other	
	2019	2025	2019	2025
Proportion of renewable energy in total consumption	%	%	%	%
Proportion of self-generated energy in total consumption	%	%	%	%

11.4. Change in CO₂eq emissions (company - CCF)

Categories	No records	Records since (year)	Emissions 2019*	Emissions 2025	Comment
Scope 1	☐				
Scope 2	☐				
Scope 3	☐				

*or year of first record if only calculated for the first time after 2019.

Thank you sincerely for your participation!

Please send the completed questionnaire to: award@lean-and-green.de