

# GreenMLA<sup>®</sup> Green Management & Leadership Assessment 2025/2026

*SDG-ESG Benchmarking of environmental factors, social aspects and corporate governance within the framework of the management concept IMLead<sup>®</sup> Integrated Management & Leadership*

*Learning from the best*

**BENCHMARKING QUESTIONNAIRE 2025/2026**

**A BENCHMARKING PROGRAMME CONDUCTED BY**



**EXPORT-AKADEMIE  
BADEN-WÜRTTEMBERG**



**UNGSII FOUNDATION**

## **SCIENTIFIC MANAGEMENT**

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## Information on the procedure and conditions for the GreenMLA® Green Management & Leadership Award 2025/2026

### 1. Introduction

The 17 Sustainable Development Goals (SDGs), and ESG criteria including Environmental factors (Environment), social aspects (Social) and good corporate governance (Governance) reflect standards for sustainable business activity. GreenMLA® benchmarking integrates these sustainability aspects into a holistic concept for sustainable corporate governance and shows individual performance in comparison to other organisations. This results in potentials for further development of the company according to the IMLead® Integrated Management & Leadership concept. Overall, all aspects for sustainable management are reflected in the GreenMLA®

### 2. Participation

Companies from all countries can participate. For companies with their headquarters in Germany, Austria or Switzerland a prize will be awarded. The winners are entitled to use the title 'Green Management & Leadership Award 2026' for publicity purposes. Furthermore, these companies will be presented in detail in our media channel. In particular, the reasons for the award will be explained.

*For participation in the GreenMLA® Green Management & Leadership Award we charge no processing fee. Every participant receives the confirmation of participation with signet and an individualised evaluation report that shows the current implementation status and identifies potential for further development.*

### 3. Evaluation process

Each participating company receives a detailed, customised report that shows the key processes in comparison to other companies. On this basis, improvement processes and action plans can be initiated with the goal of Green Excellence.

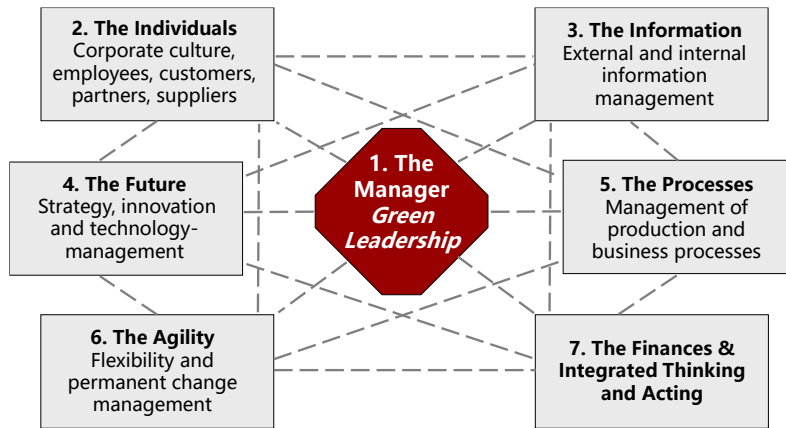
As part of the GreenMLA® benchmarking competition, a commission of experts selects companies that have already implemented best practice approaches. From this group, the finalists are then determined in a next step and can participate in a further evaluation process (second stage). This further evaluation takes place in the context of a dialogue with a team of auditors from the Export-Akademie and the UNGSI Foundation. From the group of finalists, the best companies in their corporate class are honored with the Green Management & Leadership Award and a certificate at a festive event.

### 4. Methodology

Methodological framework for the Green Management & Leadership Award in the concept *Green IMLead® Integrated Management & Leadership*. This concept brings together the different perspectives of management and leadership. At the centre is the top management, which leads the organisation (field 1). With sustainable leadership competences and within the framework of a sustainable corporate culture, the management is in dialogue with individuals as employees, suppliers and customers (field 2). The management of external information (market and environment) and internal information (data from processes, from the infrastructure, product data) are queried in field 3. Here, data management is linked to digital solutions, artificial intelligence and Industry 4.0 applications. A sustainable strategic orientation with innovations in new markets as well as in (green) technologies and business models are the main basis for meeting current and future market requirements (field 4). Appropriate management systems as well as production and business processes are required to successfully position products and services in the market (field 5). As such integrated systems are improved and developed in faster life cycles, agility and change management skills are also important (field 6). Finally, the business foundation is taken into account, which is reflected in the financial ratios. Rounding off, all areas need to be linked together, with the competence of integrated thinking and acting (field 7).

For the *Green Management & Leadership Award*, all seven areas are assessed with the three ESG perspectives (1) governance, (2) social aspects and (3) environmental factors and 17 SDGs perspectives. The GreenMLA® has a focus on Management & Leadership. Consequently, the area 'governance' is asked first in each IMLead® field.

**Figure 1: Green IMLead® Integrated Management & Leadership**



## 5. Benefit

Benefits for companies and organisations of participating in the GreenMLA® *Green Management & Leadership Award* are:

1. SDG and ESG criteria for environmental factors (Environment), social aspects (Social) and corporate governance show how sustainable a company is.
2. Customers are increasingly taking ESG criteria into account in their purchasing decisions. They want to know what kind of companies they are doing business with.
3. The *Green Management & Leadership Award* supports companies in positioning themselves in the corporate ranking as a green company.
4. ESG criteria are increasingly important decision-making factors for investors to evaluate companies in terms of sustainability-related opportunities and risks.
5. Future oriented companies are sustainable companies. Participation in the Green Management & Leadership Assessment shows the way to your sustainable future!

## 6. Categories

Nominations are awarded in the following business categories: manufacturing engineering (parts manufacturing), process engineering, service, finance.

## 7. Implementation and deadlines

<b>30 April 2026</b>	Deadline for submitting completed (online) questionnaires to the <b>Export-Akademie Baden-Württemberg</b>
May 2026	Analysis of the data by a panel of experts
Autumn 2026	Sending of customized evaluation reports to participating companies Nomination of finalists and selection of award winners

## 8. Confidentiality of your data

All data involved in the participation in the *Green Management & Leadership Award* will be treated strictly confidentially. Once the questionnaires have been received by the clearing house, further processing is carried out based exclusively on code numbers.

## 9. Filling in the questionnaire

Based on the IMLead® model, the questionnaire includes information that might rest with different internal departments and teams in your company. We therefore suggest involving all relevant company divisions when answering the questions.

## 10. Organisers and sponsors

Export-Akademie Baden-Württemberg organises the Green Management & Leadership Award.

**Contact:**

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The questionnaire can be requested online.

If you have any questions about the *Green Management & Leadership Assessment* or individual topics in the questionnaire, please feel free to contact us.

Further information can be found under the following links:

<https://greenmla.de>

<https://eabw.org>



## SDG-ESG criteria within the framework of the IMLead® Integrated Management & Leadership Heptathlon

#	IMLead® fields		SDG criteria																
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1	The manager	Governance									X	X							
2		Social			X		X	X				X							
3		Environment												X	X				
4	The individuals	Governance				X				X				X					
5		Social	X	X		X	X					X							
6		Environment											X	X	X			X	X
7	The information	Governance								X				X					
8		Social								X				X					
9		Environment												X	X				
10	The future	Governance									X			X					
11		Social			X	X	X			X									
12		Environment											X	X	X	X	X		
13	The processes	Governance									X			X					
14		Social			X					X									
15		Environment						X					X	X	X	X	X		
16	The agility	Governance									X			X					
17		Social				X				X		X							
18		Environment									X			X	X				
19	The finances & integrated thinking and acting	Governance							X	X				X				X	X
20		Social			X	X	X				X	X							
21		Environment									X		X	X	X				

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# Questionnaire GreenMLA<sup>®</sup>

## Green Management & Leadership Award 2025/26

Learning from the best "green companies"

All questions refer to the company as a whole (all locations, but without participations), unless otherwise stated.

If a question does not apply to your company, enter the letters "NR (Not Relevant)".

### A ORGANISATIONAL PROFILE

**A1** Is the company majority owned by:  
(please tick only one box) (01)

- an organisation governed by public law  (1)
- a private company (sole proprietorship, limited liability company, etc.)  (2)
- other companies and organisations e.g. foundations  (3)

**A2** Please indicate the nationality of the parent company: (02)

the nationality of the parent company is

**A4** How many employees does the company have in total, including all employees of establishments, branches, holding association, etc.) (04)

**A5** How many of the employees work in the following areas  
(percentage specification)

Management	<input style="width: 30px;" type="text"/> %	(05)
Administration	<input style="width: 30px;" type="text"/> %	(06)
Research & Development	<input style="width: 30px;" type="text"/> %	(07)
Marketing / Sales	<input style="width: 30px;" type="text"/> %	(08)
Production / creation of services	<input style="width: 30px;" type="text"/> %	(09)
Procurement	<input style="width: 30px;" type="text"/> %	(10)
Other, please specify _____	<input style="width: 30px;" type="text"/> %	(11)
<b>Total</b>	<b>100 %</b>	

**A6** How large is the usable floor space of the organisation (office, production, warehouse)? (12)

m<sup>2</sup>

**A7** What is the energy consumption in kWh per year and square metre? (13)

kWh/m<sup>2</sup>

**B FIELD 1: THE MANAGER**

**B1 Corporate governance (Governance)**

		Yes	No	
<b>B1.1</b>	Sustainability is anchored in corporate leadership	<input type="checkbox"/>	<input type="checkbox"/>	(16)
<b>B1.2</b>	Does your company have a written green strategy?	<input type="checkbox"/>	<input type="checkbox"/>	(17)
	If yes, which of the following areas are considered in your corporate strategy?			(18)
	Maximising benefits for customers	<input type="checkbox"/>		(1)
	Energy consumption	<input type="checkbox"/>		(2)
	Climate neutrality	<input type="checkbox"/>		(3)
	Environmental report	<input type="checkbox"/>		(4)
	Optimal employee satisfaction	<input type="checkbox"/>		(5)
	Other, please specify _____	<input type="checkbox"/>		(6)
<b>B1.3</b>	Percentage of non-managerial staff involved in strategy development (alongside management)			(19)
	<input type="text"/> %			
<b>B1.5</b>	Do you use an ESG scorecard and were specific sustainability targets with KPIs set?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	(26)
	If so:			
	What proportion was prepared by external consultants/institutions?			(27)
	<input type="text"/> %			

**B2 Social Aspects (Social)**

<b>B2.1</b>	Does your company have written corporate guidelines?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	(33)
<b>B2.2</b>	If yes, who was instrumental in developing these principles? (multiple selection)			(34)
	Team from all organisational areas	<input type="checkbox"/>		(1)
	External consultant	<input type="checkbox"/>		(2)
	Board of Directors	<input type="checkbox"/>		(3)
	Other, please specify _____	<input type="checkbox"/>		(4)

**B3 Environmental factors (Environment)**

<b>B3.1</b>	Do you pursue the goal of climate neutrality?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	(35)
<b>B3.2</b>	If yes, by what year do you plan to be carbon neutral?			(36)
	<input type="text"/> Year			

**C FIELD 2: THE INDIVIDUALS**

**C1 Corporate governance (Governance)**

<b>C1.1</b>	Is there a green governance philosophy/policies/regulations?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	(37)
	If yes, which areas are covered? (Multiple selection)			(38)
	Principles	<input type="checkbox"/>	(1)	
	Staff	<input type="checkbox"/>	(2)	
	Partner company	<input type="checkbox"/>	(3)	
	Customers	<input type="checkbox"/>	(4)	
	Leadership style	<input type="checkbox"/>	(5)	
	Businesses as part of society	<input type="checkbox"/>	(6)	
	Financial incentives	<input type="checkbox"/>	(7)	
	Other, please specify _____	<input type="checkbox"/>	(8)	
<b>C1.5</b>	Will compliance with labour rights standards monitored on an ongoing basis in the countries of destination of the business activity?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	(47)
<b>C1.6</b>	How do you ensure that child labour is not used in their supply chains?			(48)
	Auditing suppliers	<input type="checkbox"/>	(1)	
	Regular on-site inspection	<input type="checkbox"/>	(2)	
	Other, please specify _____	<input type="checkbox"/>	(3)	

**C2 Social Aspects (Social)**

<b>C2.1</b>	Percentage of women (female employees) in relation to the total workforce in full-time equivalents	<input style="width: 40px;" type="text"/>	(49)	
<b>C2.3</b>	Proportion of employees working part-time?			
	Total	<input style="width: 40px;" type="text"/> %	(51)	
	thereof men	<input style="width: 40px;" type="text"/> %	(52)	
	thereof women	<input style="width: 40px;" type="text"/> %	(53)	
	thereof divers/other	<input style="width: 40px;" type="text"/> %	(54)	
<b>C2.4</b>	Fluctuation rate (percentage of employees who left the company in the last year and did not leave due to age):	<input style="width: 40px;" type="text"/> %	(55)	
<b>C2.5</b>	Average number of training days per employee per year:			
		<b>On-the-Job</b>	<b>Special programmes</b>	
	For new hires	<input style="width: 40px;" type="text"/>	<input style="width: 40px;" type="text"/> Days	(56, 57)
	For already employed	<input style="width: 40px;" type="text"/>	<input style="width: 40px;" type="text"/> Days	(58, 59)
<b>C2.6</b>	Average expenditure on continuing education per employee (full-time equivalent /year).			
	Women	<input style="width: 40px;" type="text"/> Euro/employee	(60)	
	Men	<input style="width: 40px;" type="text"/> Euro/employee	(61)	
<b>C2.10</b>	Are there working time models? (Multiple selection)			
	Partial retirement model	<input type="checkbox"/>	(1)	(68)
	Part-time	<input type="checkbox"/>	(2)	(69)
	Flexible working time	<input type="checkbox"/>	(3)	(70)
	Fixed working hours	<input type="checkbox"/>	(4)	(71)
<b>C2.12</b>	Proportion of employees on parental leave	<input style="width: 40px;" type="text"/> %	(74)	

**C3 Environmental factors (Environment)**

<b>C3.2</b>	Are there concepts for "green" mobility (e.g. subsidies for public transport, bicycles, concept for vehicle fleet)?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	(81)
<b>C3.3</b>	Number of customers that derive more than 50% of their revenue from carbon-intensive businesses, e.g. fuel cars, oil refineries, etc. (qualitative information as a percentage of total customers)	<input type="text"/> %		(82)
<b>C3.4</b>	Location of suppliers and customers	<b>Suppliers</b>	<b>Customers</b>	
	Home country	<input type="text"/> %	<input type="text"/> %	(83) (84)
	Neighbouring countries	<input type="text"/> %	<input type="text"/> %	(85) (86)
	Rest of Europe	<input type="text"/> %	<input type="text"/> %	(87) (88)
	Overseas	<input type="text"/> %	<input type="text"/> %	(89) (90)

**D FIELD 3: THE INFORMATION**

**E FIELD 4: THE FUTURE**

**F FIELD 5: THE PROCESSES**

**G FIELD 6: THE AGILITY**

**H FIELD 7: THE FINANCES & INTEGRATED THINKING AND ACTING**

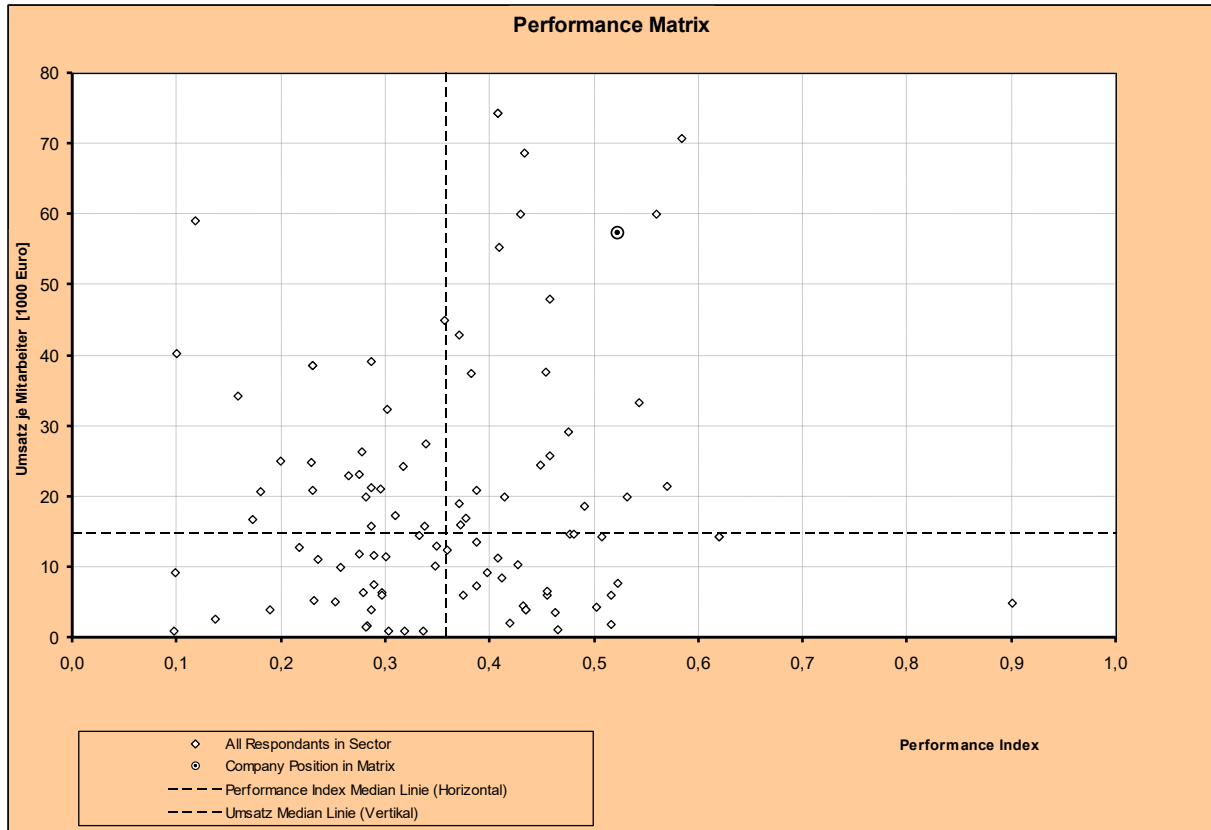
If possible, please enclose a product brochure. Thank you very much.

An evaluation report/Green Excellence Benchmarking Report will be sent to you after the evaluation of all participating companies/organisations.

# SDG-ESG Green Benchmarking-Report – Example –

## “GREEN” PERFORMANCE MATRIX

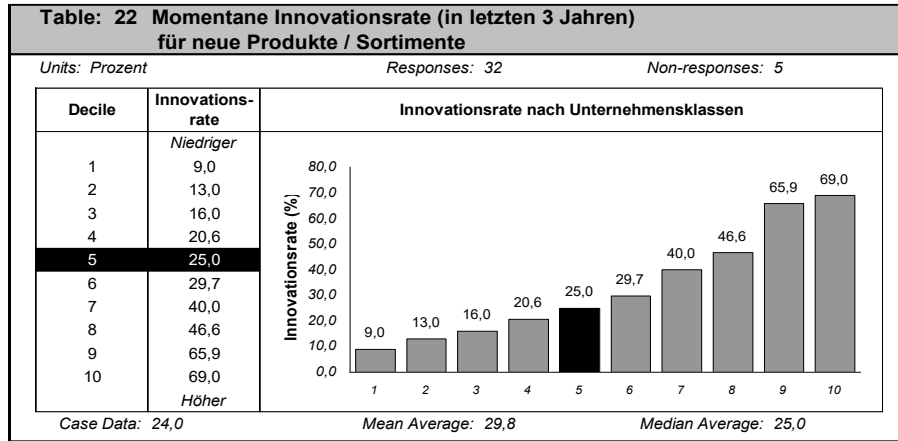
The Performance Index is calculated individually for each company on the basis of the best practice values of all participating companies and organizations. The position of the own company is marked as a dot circle.



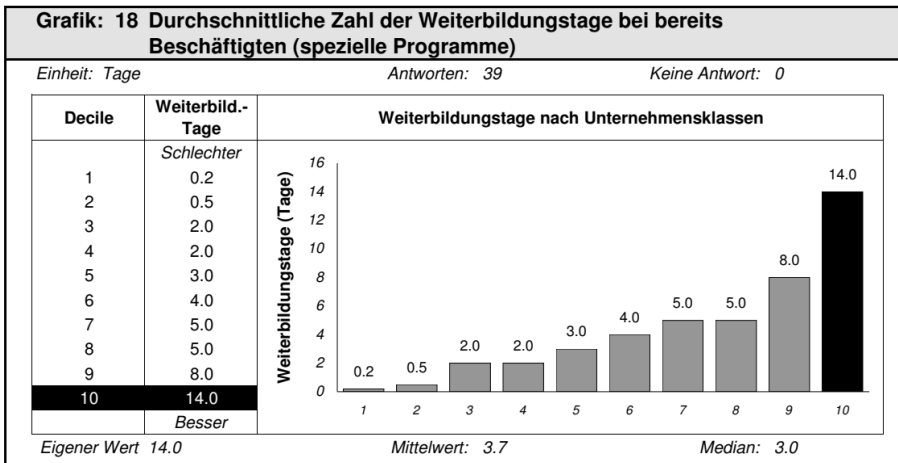
**INDIVIDUAL "GREEN" PERFORMANCE FACTORS**

The individual performance factors are shown in the evaluation report in the form of bar charts. The position of one's own company is marked as a black bar.

**Example 1:** Innovation rate (number of new "green" products launched in the last three years in relation to the existing total product portfolio as a percentage)



**Example 2:** Number of further training days for employees



**Example 3:** Reported occupational accidents in 2019

