DOCUMENT 11 · MATURITY MODEL

Maturity model

Seven dimensions, six levels and an evidence-based questionnaire to diagnose how the company governs its AI

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7	6	84	10
maturity dimensions	levels, from 0 to 5	questions with required evidence	questions that substantiate the declaration of application

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THE ESSENTIALS Always mandatory

Verified maturity assessment at the initial diagnosis (C1) and at each annual review (C5): seven dimensions, levels 0 to 5, observable evidence and an overall level capped by D1 and D6. An unverified self-assessment is not valid for C1, C5 or the declaration of application. In Enterprise scope, additionally, an independent assessment at least every two years.

Obligation matrix and layered reading (document 94)

01

Purpose and scope

This document defines how to measure a **company's maturity to govern artificial intelligence and obtain verifiable value from it**. It is the instrument of the measurement system (component C) that produces one of the mandatory outputs of stage **C1 · Diagnosis** —"maturity assessment with evidence" (01 §5.1)— and that is repeated in **C5 · Review** to check progress.

The document contains the seven dimensions and the six levels, the rubric and questionnaire for each dimension, the assessment method, the calculation, the structure of the report, the links with the rest of the framework, the maturity targets according to ambition and an illustrative example. The supporting tool is **T15 · Maturity diagnosis** (document 03).

1.1 What it measures and what it does not

The model measures	The model does not measure
The organisation's capability —bodies, practices, controls, data, people and measurement— to decide on, build, operate and oversee AI under control.	How much AI the company uses or how advanced its technology is. It is shown separately, as the technology footprint (section 7.6), which does not score but sets the minimum governance required.
Whether that capability is in place and working, with observable evidence.	Whether the company is transforming or merely becoming more efficient: that is measured by the transformation index (document 12).
The company's progress over time using a consistent method.	Its position relative to other companies. SEVEN-G does not publish market comparisons.
The maturity of the company as a whole or of a declared scope.	The quality of a specific use case: that is decided by the *gates*.

The model is not a certification. A maturity result does not replace the framework audit (document 38) or attest to regulatory compliance. This document does not constitute legal advice.

1.2 Assessment principles

1. **Evidence, not assertion.** A criterion is only met if there is observable and verified evidence (principle 8 in 01 §3).
2. **Cumulative levels.** To be at a level, all the criteria of that level and of the lower levels are met.
3. **Whole levels.** The level of a dimension and the overall level are always expressed as a whole number. Decimals give a false sense of precision; progress towards the next level is reported

separately.

4. **The weakest link sets the limit.** A company cannot present high overall maturity if its strategy and governance (D1) or its risk control (D6) are weak.
5. **Independence.** Whoever is accountable for a dimension does not assess it, and no assessment without independent verification is used in C1, C5 or in the declaration of application.
6. **Comparable over time.** Two results are only compared if they were obtained with the same version of the questionnaire and with a verified assessment type.

02

Model structure

2.1 Dimensions

Dimension	Question it answers	Related spheres and documents
Strategy and governance (D1)	Does the company make decisions on AI with a thesis, bodies, roles and board oversight?	Sphere 09 · documents 13, 30, 31, 60, 62
Value and portfolio (D2)	Does it select, prioritise, control and retire use cases with a traced lifecycle?	Spheres 01–04 · documents 03, 14, 20, 21
Data and knowledge (D3)	Does it have data and knowledge with an owner, quality, legal basis and lineage in order to use them in AI?	Spheres 05 and 06 · document 51
Technology and operations (D4)	Does it operate AI in production with stability, monitoring, reversibility and known costs?	Sphere 04 · documents 42, 52, 53
People and adoption (D5)	Does it prepare people, achieve actual usage and manage the effect of AI on work?	Sphere 03 · documents 23, 50
Risk, security and compliance (D6)	Does it identify, control and audit the risks, security, third parties and regulation of AI?	Spheres 08 and 09 · documents 32–38
Measurement and evidence (D7)	Does it measure value and cost according to rules, and does its evidence withstand verification?	Documents 12, 40–43, 60

2.2 Levels

Level	Name	General description	Typical observable feature
0	**Non-existent**	There is no recognisable practice or owner.	Not all the criteria of level 1 are met.
1	**Initial**	Isolated practices that depend on specific people.	There are identified owners and some written record, without a common method.
2	**Developing**	The practice is partly defined and applied in some cases or areas.	Approved documents and records started, with incomplete coverage.
3	**Defined**	The practice is common, approved and applied across the whole assessed scope.	Systematic evidence in all the relevant use cases or systems.
4	**Managed**	The practice is measured with indicators, reviewed with data and deviations are acted upon.	Indicator series and decisions recorded for at least **two consecutive quarters**.
5	**Optimised**	The practice improves continuously using the company's own data.	At least **one complete C5 cycle** with changes decided on the basis of evidence and already applied.

Level 0 has no criteria of its own. The time requirements of levels 4 and 5 prevent a newly implemented practice from being presented as managed.

Indicative equivalence with the NIST CSF *tiers*. Readers who come from the NIST CSF can read the SEVEN-G levels with this table. It is **indicative**: *tiers* characterise the rigour of the practices of the whole organisation and do not require the two quarters of evidence of level 4 or the complete C5 cycle of level 5. **It is not a second scale**: the equivalent *tier* is a view calculated from the 0–5 level, never a data item captured separately (34 §5.3).

SEVEN-G level	Equivalent *tier* (NIST CSF 2.0)	Reason
0 Non-existent · 1 Initial	*Tier* 1 · Partial	Ad hoc and reactive practice.
2 Developing	*Tier* 2 · Risk Informed	Approved, but not applied across the whole organisation.
3 Defined	*Tier* 3 · Repeatable	Formal policy applied to the whole perimeter.
4 Managed · 5 Optimised	*Tier* 4 · Adaptive	Measured, adjusted and improved with the company's own data.

2.3 Model rules

1. **Accumulation.** The level of a dimension is the highest level for which all the criteria of that level and of all lower levels are met.
2. **Evidence.** Each criterion requires the evidence indicated in the questionnaire. Without verified evidence, the criterion is not met.
3. **Overall level.** It is the weighted average of the levels of the seven dimensions, **rounded down** and **capped at the lower of the D1 and D6 levels plus one**.
4. **Weights.** Equal by default. The company may set others in C2; it must declare them in the report and keep them unchanged between two assessments it wishes to compare. No dimension should weigh less than 10 % or more than 25 %.

03

Rubrics and questionnaire by dimension

3.1 How to read them

- The **rubric** summarises, level by level, the observable criteria and the required evidence.
- The **questionnaire** turns those criteria into verifiable questions. Each dimension has 12 questions: 2 at level 1, 2 at level 2, 4 at level 3, 2 at level 4 and 2 at level 5. If a rubric and its questionnaire differ, **the questionnaire prevails**.
- Each question is answered **Yes**, **Partial** or **No** using the rules in section 4.5. Only questions marked **(if applicable)** allow *Not applicable*, with verified justification.
- Questions marked **(§14)** substantiate a SEVEN-G core rule, which is the basis of the declaration of application (01 §14.1). All of them are at level 3.
- The template (P) and tool (T) codes indicate where the evidence is usually found; the company may provide equivalent evidence from its own systems.

3.2 Strategy and governance (D1)

Scope. AI thesis, ambition by sphere and risk appetite; corporate and acceptable use policy; bodies (board or board committee, AI Committee, AI Office); use case roles and segregation of duties; corporate cycle C1–C5; board oversight and follow-up of its recommendations. **Interviewees:** chair or chief executive officer, member of the board or of the board committee, chair of the AI Committee, head of the AI Office, board secretary.

Level	Observable criteria	Required evidence
1	A member of senior management is accountable in writing for AI. AI has been discussed by the management committee or the board in the last 12 months.	Appointment or resolution; minutes or agenda.
2	There is a body with a written mandate on AI that meets. There is a strategy or thesis document, even if not approved by the board, and an approved acceptable use policy.	Mandate; minutes; dated and versioned document; approved and communicated policy.
3	C1 and C2 completed: the board has approved the thesis, the ambition by sphere, the risk appetite and the thresholds. Bodies operating according to the calendar in 01 §5.2. Roles assigned without incompatibilities.	Board minutes; approved thesis (T19); mandates and minutes; role assignment records (P03).
4	The board has exercised oversight with the dashboard for at least two quarters. The board's recommendations are tracked with an identifier and status. The decision time of the bodies is measured.	Dashboards (T17) and minutes; register of recommendations (T18); agility report.
5	The thesis has been reviewed in a C5 with evidence and the changes have been applied. The bodies assess their own effectiveness and close their improvement actions.	C5 report; versioned thesis; self-assessment of the bodies with closed plan.

Code	Question	Level	Required evidence
D1.01	Is there a member of senior management with responsibility for the company's AI assigned in writing?	1	Appointment, approved organisation chart or management resolution (P38).
D1.02	Has AI been discussed by the management committee or the board in the last 12 months, as recorded in the minutes?	1	Minutes or agenda (P39).
D1.03	Is there an AI Committee, or an existing committee with an extended mandate, with a written mandate and at least two meetings held?	2	Approved mandate (P38); minutes.
D1.04	Is there a dated and versioned AI strategy or thesis document, and an AI acceptable use policy approved and communicated to staff?	2	Document; approved policy; record of the communication.
D1.05	Has the board approved the AI thesis, the ambition level by sphere and the risk appetite on the basis of a C1 diagnosis? **(§14)**	3	Board minutes; approved thesis; C1 report (P33).
D1.06	Have the C2 thresholds been approved: Enterprise investment criterion, return horizon, reference time limits by phase and nonconformity time limits?	3	Thresholds document with its approval (P35).

Code	Question	Level	Required evidence
D1.07	Have the AI Committee, the AI Office and the board committee been set up with the functions in 01 §8.3, and do they meet according to the calendar in 01 §5.2? **(§14)**	3	Mandates (P38); minutes for the last six months.
D1.08	Do all active use cases have the roles in 01 §8.1 assigned, without any of the incompatibilities in 01 §8.2? **(§14)**	3	Sample of P03; check in T01.
D1.09	Does the board or its board committee review the AI dashboard at least quarterly, as recorded in the minutes for two consecutive quarters?	4	Dashboards (T17); minutes.
D1.10	Are the board's recommendations tracked with a persistent identifier, owner, deadline, status and evidence, and is the decision time of the bodies measured?	4	Register of recommendations (T18); decision time metrics (T01).
D1.11	Has the AI thesis been reviewed in a C5 with the evidence on maturity, transformation index and portfolio, and have the approved changes been applied?	5	C5 report (P37); versioned thesis; board minutes.
D1.12	Do the AI Committee and the AI Office assess their own effectiveness at least once a year and close the resulting improvement actions?	5	Self-assessment (P37 §11); action plan with closure.

3.3 Value and portfolio (D2)

Scope. Use case register and funnel management; lifecycle with *gates*; prioritisation and ambition balance; stage-based budgeting; value hypothesis and stop criteria; tracking of realised value; stops and retirements. **Interviewees:** AI Committee, AI Office, sponsors and product owners of a sample of use cases, management control.

Level	Observable criteria	Required evidence
1	There is a list of AI use cases with owners. Some use case has a written business objective before building.	Dated list; proposal or record predating the start.
2	Use case register with phase, status and owner covering the known use cases. There are documented *gate* decisions in some of the use cases.	Register; *gate* decision records (P29).
3	All new use cases are in the register with the traceability in 01 §6.11 and go through the *gates*. Portfolio prioritised with a documented method. Falsifiable hypotheses and stop criteria before investing.	Register with events (T01); P29 predating the spending; portfolio minutes; P07, P08, P09.
4	Funnel metrics reviewed monthly and portfolio balance quarterly for two quarters. Realised value compared with the hypothesis in all use cases in production. Stops and retirements carried out according to procedure.	Reports and minutes; P28; retirement register (T22).

Level	Observable criteria	Required evidence
5	Historical probability and weighted value calculated with the company's own data. Entry or prioritisation criteria modified on the basis of stop reasons and cohorts.	Analysis in T01; versioned method; C5 report.

Code	Question	Level	Required evidence
D2.01	Is there a list of ongoing AI use cases with an identified owner for each one?	1	Dated list.
D2.02	Does at least one use case have a written business objective dated before construction started?	1	Dated proposal or record.
D2.03	Does the company maintain a use case register with phase, status and owner covering all known use cases?	2	Register; cross-check against the inventory (T02).
D2.04	Are there documented *gate* decisions, with decision-maker and outcome, in some of the use cases of the last 12 months?	2	*Gate* decision records (P29).
D2.05	Are all new use cases registered with phase dates, waiting periods, *gates*, criteria, conditions, tags and stop reasons (01 §6.11)? **(§14)**	3	Sample of records with event history in T01.
D2.06	Do all new use cases go through the lifecycle with their *gates* recorded before consuming the budget for the next phase? **(§14)**	3	Sample: P29 dated before the spending.
D2.07	Is the portfolio prioritised with a documented method that uses additional net value per euro and ambition balance, approved by the AI Committee?	3	Method (document 14 or equivalent); minutes approving the portfolio.
D2.08	Do all use cases that pass G2 have a falsifiable hypothesis, baseline, confirmed ambition and stop criteria set before investing?	3	Sample of P07, P08 and P09.
D2.09	Does the AI Committee review funnel metrics (stalled use cases, expired conditions, conversion) monthly and portfolio balance quarterly, with recorded decisions?	4	Reports and minutes for two quarters.
D2.10	At each R6, is realised value compared with the hypothesis in all use cases in production, and are the stops and retirements decided carried out using the procedure in document 14?	4	P28; P30; retirement register (T22).
D2.11	Does the company calculate, with its own data, the historical probability of reaching production from each phase and the weighted portfolio value?	5	Analysis in T01 with sufficient history.
D2.12	Have the entry or prioritisation criteria been modified on the basis of stop reasons and cohort analysis, with observable improvement?	5	Versioned method; cohort analysis.

3.4 Data and knowledge (D3)

Scope. Identification and ownership of the data used by AI; quality; legal basis and minimisation; data and model lineage; knowledge sources for generative AI and agents (documents, knowledge bases, indexes); usage rights; critical knowledge that depends on a few people. **Interviewees:** head of data, data protection officer, data owners, technical owners, knowledge management owners.

Level	Observable criteria	Required evidence
1	The data sources of the AI systems in production are known and there are reference persons for the main ones.	List of sources by system; reference persons.
2	Register of datasets and knowledge sources used by AI, with an owner. Quality and legal basis reviewed in some of the use cases.	Register or catalogue; dated reviews.
3	Formal owner for each dataset. Legal basis, minimisation and impact assessments verified in phase 3. Lineage in all Enterprise use cases. Knowledge sources with an owner, validity, permissions and rights.	Appointments; P11; P16; register of knowledge sources.
4	Data quality monitored in production with thresholds, alerts and incidents for two quarters. Delays attributable to data measured. Plan for critical knowledge.	Configuration (P25); incident register; metrics in T01; plan.
5	Data and knowledge reused across use cases with measured usage. Data preparation cost and time measured and improving over two cycles.	Reuse register; indicator series (T13).

Code	Question	Level	Required evidence
D3.01	Can the company identify the data sources used by each AI system in production?	1	List of sources by system.
D3.02	Is there a reference person for each main data source used by AI?	1	List with owners.
D3.03	Is there a register of datasets and knowledge sources used by AI, with an assigned owner?	2	Register or catalogue.
D3.04	Have data quality and legal basis been reviewed before building in some of the use cases of the last 12 months?	2	Dated review reports.
D3.05	Does each dataset used by AI in production have a formal owner with responsibilities for quality and access?	3	Appointments; data policy.
D3.06	Are the legal basis, minimisation and, where applicable, the data protection impact assessment verified in phase 3 for all personal data?	3	Sample of P11 and of assessments.
D3.07	Do all Enterprise use cases have documented data and model lineage, updated after the latest change?	3	Sample of P16.

Code	Question	Level	Required evidence
D3.08	Do the knowledge sources used by generative AI and agents have an owner, a validity date, access permissions consistent with the users and verified usage rights? **(if applicable)**	3	Register of sources; permissions configuration; licences or contracts.
D3.09	Is the quality of input data monitored in production with thresholds and alerts, and are incidents recorded and resolved?	4	P25; incident register for two quarters.
D3.10	Are waiting periods and stops attributable to data measured, and is there an approved plan for critical knowledge that depends on a few people?	4	Metrics in T01; plan with owners.
D3.11	Are prepared datasets or knowledge sources reused across use cases, with measured usage?	5	Reuse register.
D3.12	Are the cost and time of data preparation measured per use case, with improvement over at least two annual cycles?	5	Indicator series (T13).

3.5 Technology and operations (D4)

Scope. Environments and platforms; architecture; deployment and change management; monitoring of performance, degradation and operational security; operations manual; rollback and kill switch; continuity review (R6); evaluation of generative AI and agents; activity logs; recurring cost per use case. **Interviewees:** technical and operations owners, architecture, information security, management control or finance (costs).

Level	Observable criteria	Required evidence
1	Each AI system in production or pilot has a technical owner. Deployments leave a written record.	Inventory (T02); deployment log.
2	Separate environments with controlled access to production data. Availability and error monitoring. Changes recorded.	Architecture; access policy; configuration; change log.
3	All systems in production have an operations owner, a manual, performance and degradation monitoring, a tested rollback plan, a kill switch when they take actions and a current R6. Generative AI is evaluated before each change.	P24, P25, P19, P27; R6 dates in T01; evaluation reports.
4	Operational indicators reviewed monthly and recurring cost per use case known, for two quarters.	Operational reports; cost report (T13).
5	Common platforms or components reused with a measured reduction in time to production. Periodic resilience tests and lessons from incidents incorporated into standards.	Cohort metrics (03 §3.5); test reports; versioned standards.

Code	Question	Level	Required evidence
D4.01	Does each AI system in production or in pilot have an identified technical owner?	1	Inventory (T02).
D4.02	Is there a written record of each deployment to production, with date, version and owner?	1	Deployment log.
D4.03	Are the development, testing and production environments of AI systems separated, with controlled access to production data?	2	Architecture document; access policy and logs.
D4.04	Are at least the availability and errors of AI systems in production monitored, and are changes recorded?	2	Monitoring configuration; change log.
D4.05	Do all systems in production have an operations owner, an operations manual and performance and degradation monitoring with alerts?	3	Sample of P24 and P25.
D4.06	Do all systems in production have a rollback plan tested before go-live and, when they act with A2 or A3 autonomy, a tested kill switch?	3	Sample of P19 with the test result; T10.
D4.07	Do all use cases in production have a current continuity review (R6) according to their intensity? **(§14)**	3	Date of the latest R6 against its periodicity in T01.
D4.08	Are generative AI systems and agents evaluated with a defined test set before each change of model, instructions or tools, and are their activity logs retained? **(if applicable)**	3	Evaluation reports; log retention policy.
D4.09	Are operational indicators (availability, degradation, incidents, time to restore) reviewed monthly, with recorded actions?	4	Reports for two quarters.
D4.10	Is the actual recurring cost of each use case in production known, with allocation of licences, model consumption, compute and people?	4	Cost report (T13) for two quarters.
D4.11	Are common platforms or components reused, and has time to production been reduced in a measured way?	5	Time to production by cohort (T01).
D4.12	Are periodic resilience or rollback tests carried out in production, and are lessons from incidents incorporated into technical standards?	5	Test reports; versioned standards.

3.6 People and adoption (D5)

Scope. AI literacy; role-based training; adoption plans; actual usage; released capacity realised or reassigned; communication, information and consultation of employee representatives; changes to roles and structures; internal capabilities and dependence on external parties. **Interviewees:** human resources, training managers, product owners, managers of user areas, employee representatives where appropriate.

Article 4 of the EU AI Act requires providers and deployers to take measures to ensure a sufficient level of AI literacy among their staff; it has applied since 2 February 2025. At the date of consultation (September 2026) there are proposed amendments to the Act going through the legislative process, so the validity of this and the other regulatory references must be verified.

Level	Observable criteria	Required evidence
1	There have been training or awareness activities on AI. Some use case that changes work involves the user area.	Attendance records; minutes or use case charter.
2	Approved literacy programme. Adoption plans in some of the use cases.	Programme; P20.
3	AI literacy appropriate to their function for all staff who use or oversee AI. Training for SEVEN-G roles. Adoption plan in all Augment and Transform use cases. Released capacity recorded separately. Information and consultation where required.	Training register by group; P20 predating G4; T12 or T20; minutes.
4	Actual adoption and use of released capacity measured for two quarters.	Usage indicators; T20 reports.
5	Roles or structures redesigned with oversight and subsequent evaluation. Dependence on external parties for critical capabilities reduced in a measured way.	Organisation charts and job descriptions; evaluation; indicator series.

Code	Question	Level	Required evidence
D5.01	Has any AI training or awareness activity been carried out in the last 12 months?	1	Attendance records.
D5.02	Does the user area or human resources take part in any use case that changes people's work?	1	Minutes; use case charter (P01).
D5.03	Is there an approved AI literacy programme, with target audiences, content and schedule?	2	Approved programme.
D5.04	Do some of the use cases have an adoption plan with training and communication?	2	P20.
D5.05	Have all staff who use or oversee AI systems received literacy training appropriate to their function, with a record?	3	Training register; coverage by group.
D5.06	Have people in SEVEN-G roles (sponsors, risk owners, AI auditors, committee members) received training on their responsibilities?	3	Training register by role.
D5.07	Do all Augment and Transform use cases have an adoption and people plan approved before G4?	3	Sample of dated P20.

Code	Question	Level	Required evidence
D5.08	Is released capacity recorded separately from savings, and are employee representatives informed and consulted where regulations or agreements require it?	3	Records in T12 or T20; minutes or communications.
D5.09	Is actual adoption (active users and usage against plan) measured for all use cases in production?	4	Indicators for two quarters.
D5.10	Is it tracked quarterly how much released capacity has been realised as lower cost or reassigned, with an explicit destination?	4	T20 or T12 reports.
D5.11	Have roles or structures been redesigned as a result of AI use cases, with defined oversight and subsequent evaluation?	5	Organisation charts; job descriptions; evaluation.
D5.12	Has dependence on external suppliers been reduced in a measured way for the AI capabilities that the thesis defines as internal?	5	Indicator series; capability plan.

3.7 Risk, security and compliance (D6)

Scope. Inventory and regulatory classification; prohibited practices; impact assessments; risk management (document 33); AI and agent security (35); third parties (36); nonconformities and incidents (37); audit (38); unauthorised use; second and third line. **Interviewees:** AI Risk Owner, compliance, legal counsel, information security, data protection officer, internal audit, procurement or supplier management.

Level	Observable criteria	Required evidence
1	Legal counsel, compliance or security are consulted before using AI in some cases. Some AI risk appears in the risk register.	Dated formal reports or consultations; corporate risk register.
2	Inventory started that includes in-house systems, third-party systems and corporate use. AI Risk Owner independent of those who build. Risks assessed in some of the use cases.	Inventory (T02); appointment; risk matrices.
3	Complete inventory with classification, intensity and owner, and prohibited practices ruled out. Matrix and impact assessments in all use cases from phase 3. Nonconformity process in 01 §12. Suppliers assessed and agent controls.	T02, P05, P11, P12; T08 register; P14, P18, T09, T10.
4	Risk concentration reviewed quarterly and control indicators at the board committee for two quarters. Framework audit by the third line in the last 12 months. Periodic specific security testing.	Minutes; reports; audit report; test reports.
5	Effectiveness of key controls tested with drills. Recurrence of nonconformities reduced. New obligations incorporated before their application date.	Drill reports; series by cause; versioned regulatory mapping.

Code	Question	Level	Required evidence
D6.01	Are legal counsel, compliance or security consulted before AI systems are put into use, at least in some cases?	1	Dated formal reports or consultations.
D6.02	Does any AI risk appear in the company's risk register?	1	Corporate risk register.
D6.03	Has an AI system inventory been started that includes in-house systems, third-party systems and corporate use of general-purpose AI?	2	Inventory (T02).
D6.04	Has an AI Risk Owner been appointed, independent of the teams that build, and are risks assessed in some of the use cases?	2	Appointment; risk matrices.
D6.05	Does the inventory include all AI systems with regulatory classification, intensity and owner, and has the use of prohibited practices been ruled out in a documented way? **(§14)**	3	T02; P05; P11; statement of completeness signed by each area (P32, annex).
D6.06	Do all use cases in phase 3 or later have a risk matrix and register using the scale in document 33, and the applicable impact assessments?	3	Sample of P12 and P11.
D6.07	Are nonconformities managed using the process in 01 §12: classification, containment, root cause, corrective action, closure and time limits? **(§14)**	3	Register (T08); sample of case files.
D6.08	Are AI suppliers assessed with levels N1–N3, and do agents with A2 or A3 autonomy have their own identity, least privilege, a kill switch and prompt injection testing before production? **(if applicable, for the agents part)**	3	P14; T09; P18; T10.
D6.09	Does the AI Committee review the portfolio's risk concentration quarterly, and does the board committee receive indicators on nonconformities, S1–S4 incidents and detected unauthorised use?	4	Minutes and reports for two quarters.
D6.10	Has the third line or an external auditor audited compliance with the framework in the last 12 months, and is AI-specific security testing (prompt injection, information leakage, permission abuse) carried out periodically?	4	Audit report; test reports.
D6.11	Has the effectiveness of key controls been tested with tests or drills, including a serious incident, and has the recurrence of nonconformities by cause been reduced?	5	Drill reports; T08 series.
D6.12	Is the regulatory mapping reviewed at least every six months, and have controls been adapted before the application date of new obligations?	5	Versioned mapping (document 34); dated plans.

3.8 Measurement and evidence (D7)

Scope. Value measurement rules (00 §6 and document 40); validated, declared and estimated statuses; baseline and attribution; full costs; benefits realisation; board dashboard; transformation index; quality and traceability of evidence; decision agility. **Interviewees:** management control, AI Office, AI Auditor, product owners, board secretary.

Level	Observable criteria	Required evidence
1	Some use case declares expected or obtained benefits in writing. There is an identifiable figure for the cost of AI.	Proposals or reports; budget.
2	Some of the use cases have a measured baseline and value with a formula. Management receives a periodic AI report.	P08, P09; reports for two periods.
3	The measurement rules are applied to all amounts. The board receives the dashboard with the proportion of validated value. Evidence is traceable and verified. The transformation index has been calculated.	T12; dashboard (T17) and minutes; sample in T03; T14 result.
4	Independent validation of value in each period, agility measured by risk and ambition, and measurement audited by sampling, for two quarters.	Validation reports; P28; T01 metrics; audit report.
5	Thresholds recalibrated with the company's own data. Value and cost series from two cycles used in financial planning.	C5 minutes; versioned parameters; budget.

Code	Question	Level	Required evidence
D7.01	Does any use case declare expected or obtained benefits in writing?	1	Proposal or report.
D7.02	Is there an identifiable figure for the company's cost of or investment in AI?	1	Budget or report.
D7.03	Do some of the use cases have a measured baseline and value expressed with a formula?	2	P09; P08.
D7.04	Does management receive a periodic report on AI with use cases, costs and results?	2	Reports for two periods.
D7.05	Do all amounts have a formula, incremental nature and status, with efficiencies, return and recurring cost separated and released capacity reported separately? **(§14)**	3	Sample in T12; report to the board.
D7.06	Does the company report to the board with the oversight dashboard, showing the proportion of validated value and missing data as "no data"? **(§14)**	3	Dashboard (T17); minutes.
D7.07	Does *gate* evidence have an author, date, version and verification, and does the verifier check that it was not prepared after the fact?	3	Sample in T03; verifier reports.

Code	Question	Level	Required evidence
D7.08	Has the transformation index been calculated with its eight signals in the latest C1 or C5?	3	T14 result.
D7.09	Does management control or another independent function validate the declared value in each reporting period, and is realisation tracked against the hypothesis?	4	Validation reports for two quarters; P28.
D7.10	Is the time from idea to approval and to production measured by risk and ambition level, and is the measurement audited by sampling?	4	T01 metrics; audit report.
D7.11	Have the transformation index thresholds or the reference time limits been recalibrated with the company's own data, with approval?	5	C5 minutes; versioned parameters.
D7.12	Are value and cost series from at least two annual cycles used in financial and budget planning?	5	Budget; planning document.

04

Assessment method

4.1 Assessment types

Type	Who carries it out	Valid use
Self-assessment	Any area or the AI Office, without verification.	Indicative and preparatory. It is labelled "unverified self-assessment" and is **not** used in C1, C5, the board dashboard or the declaration of application.
Verified assessment	Assessment team of the AI Office, with independent verification (section 4.2).	Minimum required in C1 and C5.
Independent assessment	Third line or external assessor with no involvement in the implementation.	It should be carried out at least every two years in companies with an Enterprise implementation scope (document 90) and before publicly declaring that SEVEN-G is applied.

4.2 Roles and independence

Role	Who	Responsibility
Promoter	Chair of the AI Committee	Approves the scope, cut-off date and team; guarantees access to information.

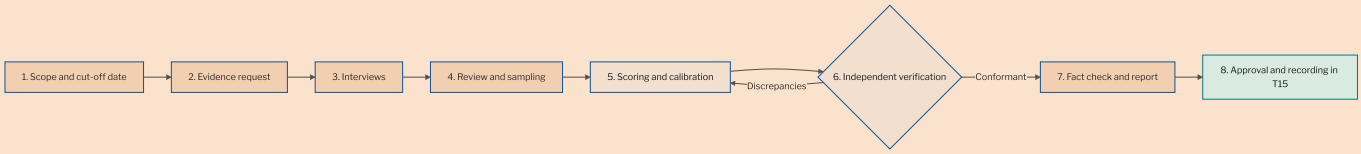
Role	Who	Responsibility
Lead assessor	Head of the AI Office or external assessor	Leads the assessment, proposes the answers and drafts the report.
Assessment team	At least two people	Conducts interviews and reviews evidence. Nobody assesses a dimension whose practices they lead.
Independent verifier	Internal audit, AI Auditor or third party	Reviews the sample of answers in section 4.6 and may modify answers.
Approving body	AI Committee; presented to the board	Approves the report. It does not modify answers: it may only request a new verification.

If the AI Office leads D1, D2 or D7 practices, those dimensions are assessed by another member of the team or by a third party. Self-assessment without verification does not produce a valid level.

4.3 Process

Maturity assessment process

No answer reaches the report without verified evidence



Source: SEVEN-G

The **cut-off date** delimits the admissible evidence: only evidence that exists and is applied on that date counts. Indicative duration: three to four weeks for a Lite scope and six to eight for Enterprise.

4.4 Interviews

- Each dimension is covered by at least two interviews with people from different functions (section 3).
- 45–60 minute script: role and decisions taken; actual practice in the last 12 months; where the evidence is; cases in which the practice was not applied; improvements under way.
- **An interview is an indication, not evidence.** It serves to locate evidence and corroborate the practice. A "Yes" requires triangulation: an approved document, a record or system showing its application and, where appropriate, testimony from whoever applies it.
- Answers are anonymised by role in the report.

4.5 Valid evidence and answers

Evidence is valid if it **exists**, is **traceable** (author, date and version), is **approved** by whoever is responsible, is **current** (in force or from the last 12 months), shows **application** and **predates the cut-off date**. Presentations without approval, drafts (except where requested), verbal statements and documents prepared for the assessment are not evidence: these are noted as actions under way.

Answer	When
Yes	The evidence is valid and, if the question refers to a practice, the sample complies in full.
Partial	There is valid evidence but coverage is incomplete: the sample complies at 80 % or more, or a non-essential element is missing. It counts as not met for the level.
No	There is no valid evidence or the sample complies below 80 %. The report distinguishes "No, no evidence" from "No, contrary evidence".
Not applicable	Only for questions marked **(if applicable)**, with verified justification. It counts as met.

4.6 Evidence sampling

Questions about practices that must be applied to "all" use cases or systems are verified on a sample from the register (T01) or the inventory (T02):

Population in scope	Minimum sample size
1–5	All
6–20	5
21–60	8
More than 60	12

The sample is **stratified**: it includes, where they exist, at least one Enterprise use case, one in production, one Augment or Transform use case, one third-party use case and one generative AI or agent use case. It is selected by the assessment team, not by the assessed area.

The independent verifier reviews **all** "Yes" answers in D1 and D6 (because of their effect on the overall level), all **(§14)** questions and at least 25 % of the other "Yes" answers, chosen by the verifier.

4.7 Calibration, fact check and approval

1. **Calibration.** In a joint session, the team reviews doubtful answers using the same criterion for all dimensions.
2. **Fact check.** The owners of each dimension may correct factual errors and provide evidence predating the cut-off date. They do not negotiate answers.
3. **Approval.** The AI Committee approves the report and presents it to the board. The result, the answers and the links to evidence are recorded in T15.

05

Calculation

5.1 Level by dimension

Dimension level = N, where N is the highest level for which all questions at levels 1 to N are "Yes" or "Not applicable". If a level 1 question fails, the level is 0. Questions met at higher levels do not raise the level and are reported as "criteria met in advance".

5.2 Progress towards the next level

Progress = (number of Yes + 0.5 × number of Partial) ÷ applicable questions at level N + 1. It is expressed as a percentage, never as a decimal of the level. It is accompanied by the **blocking criteria**: questions at levels 1 to N + 1 that are not "Yes".

5.3 Overall level

1. Weighted average = Σ (dimension weight × dimension level), calculated to two decimal places.
2. It is rounded down to the whole number.
3. Cap = min (D1 level, D6 level) + 1.
4. **Overall level = min (average rounded down, cap).** The report states whether the cap has been applied.

06

Maturity report

Section	Content
1. Summary for the board	Overall level and level by dimension; whether the D1 or D6 cap has been applied; three key messages; status of the declaration of application. One page maximum.
2. Scope and method	Scope, assessment type, cut-off date, questionnaire version, team, verifier, weights, interviews by role, sample sizes and limitations.
3. Results by dimension	Level, progress, blocking criteria, criteria met in advance, strengths and gaps with reference to the evidence.
4. Cross-reading	Relationship with the transformation index (section 7.2) and with the **(§14)** questions.
5. Comparison	Changes compared with the previous verified assessment, only if the questionnaire version is the same or there is a correspondence table.
6. Targets and improvement plan	Target by dimension set in C2; actions with owner, deadline and closure criterion. Actions that the board asks to be tracked are added to the register of recommendations (T18).
7. Annexes	Answers with evidence, samples, interviews by role and verifier adjustments.

07

Links with the rest of the framework

7.1 With C1 and C5

In **C1**, the verified assessment sets the baseline and feeds the thesis, the ambition and the risk appetite of C2. In **C5**, it is repeated with the same questionnaire version, compared with the baseline, and a check is made as to whether the maturity targets set in C2 have been achieved. Between C1 and C5, the AI Office may update answers in T15 as a self-assessment, with no level value.

7.2 With the transformation index (document 12)

Maturity measures the **capability** to govern and capture value; the index measures **what type of value** is obtained. They are independent and are read together:

Situation	Reading
Maturity 3 or higher and an efficiency at scale profile	A solid, well-governed result, which is not transformation.
Transformation under way profile with D7 below 2	The signals are not reliable. The index should be presented with a low-reliability warning.
Transform bets with D1 or D6 below 2	Risk of uncontrolled transformation: it is escalated to the board.
High maturity with a scattered exploration profile	Unused capability: the thesis and the portfolio are reviewed.

7.3 With the declaration of application (01 §14)

The ten **(§14)** questions substantiate the SEVEN-G core rules (01 §14.1) that have a question: N-01, N-02, N-04, N-06 and N-11 to N-14; the others (N-03, N-05 and N-07 to N-10) are checked by the audit of the declaration on the register (38 §11.2). A company may declare that it applies SEVEN-G when **all of them are "Yes" in a verified assessment** and the use cases that predate the framework are being regularised within the time limit approved in C2. As all of them are at level 3, **a company with a verified level 3 in D1, D2, D4, D6 and D7 meets those rules**; the declaration is nevertheless based on the questions and not on the overall level.

7.4 With the dashboard and the bodies

The overall level and the level by dimension are published in the board dashboard (T17) after each C1 or C5, with the assessment type and the cut-off date. The AI Committee reviews progress on the improvement actions quarterly.

7.5 With the NIST profiles (AI RMF and CSF)

Document 34 breaks the NIST AI RMF down into its 72 subcategories (34 §5.4) and selects the NIST CSF 2.0 subcategories that are relevant to AI according to the Cyber AI Profile, currently a draft (34 §5.5). With them, a company that uses those frameworks can describe its **current profile** and its **target profile** without carrying out another assessment: **one assessment, two readings**.

1. **Current level derived from the questionnaire.** Each subcategory has a reference dimension and, where they exist, associated questions from section 3 ("Level from document 11" column of 34 §5.4 and §5.5). Its current level is the level of that dimension (section 5.1), **lowered to the level below that of the lowest-level associated question that is not at "Yes" or "Not applicable"**. Example: with D6 at level 3 and question D6.08 (level 3) at "Partial", the subcategory stays at 2.
2. **Own question.** If the subcategory has no associated questions ("Own"), it is assessed separately with the levels in section 2.2, the accumulation rule and the valid evidence of section 4.5, and it can never be above the level of its reference dimension. **Without verified evidence, no level is**

evidenced (section 1.2): the subcategory stays at 0 if it was assessed without evidence and "no data" if it was not assessed; "no data" is not 0.

3. **Target level.** The company sets it in C2 for each selected subcategory, with the same proportionality as the targets by ambition in section 8, and who sets it is recorded.
4. **Gap and plan.** Gap = target level − current level. Gaps are prioritised and turned into actions with an owner and a deadline in the improvement plan of the report (section 6, part 6); no parallel plan is opened.
5. **Equivalent *tier*.** It is calculated with the table in section 2.2, only as a view for readers who think in CSF terms. The profiles are documented with P73 (AI RMF) and P72 (CSF and Cyber AI Profile).
6. **Draft sources.** While the Cyber AI Profile remains a draft, the selection of subcategories in 34 §5.5 and its priorities are provisional and do not underpin *gate* criteria (34 §5.3).

> **Why it matters.** A company that already reports to its risk committee with the AI RMF or the CSF does not need a second assessment or a second number. The same verified questionnaire gives the maturity level and the profiles, so the board sees a single scale and the gap against the target comes from evidence, not from a separate self-assessment.

7.6 Three-lens reading

The maturity level answers a single question: **does the company govern AI under control?** The board is interested in two others, which must not be mixed with that one: **what AI does it have in use?** and **what does it affect?** The result is therefore presented through three lenses together, and only the first is a maturity level.

Lens	Question	Scale	Where it is defined	How it is obtained
1 · Governance capability	Does it do so under control?	0–5 by dimension D1–D7 and overall	Sections 2 to 5	Verified questionnaire (T15)
2 · Technology footprint	What AI does it have in use and how much governance does that demand?	HT0–HT5, descriptive: it is not a score	This section	Technology and autonomy of the use cases in use in the T01 register; without a register, question Q01 of document 96
3 · Impact reach	What does it affect: tasks, processes, people and organisation, business model?	IM1–IM4 by use case and its distribution across the company	Document 12 §3.7	Actual ambition and verified questions IT-P1 to IT-P4 of the use cases in use

Technology does not raise or lower the maturity level. Adding it would reward adopting ahead of governance: a company with well-governed predictive models is more mature than another with uncontrolled generative AI. What the footprint does is **set the minimum governance that is required**, in the same spirit as the targets by ambition in section 8, and trigger alerts when it is not reached.

TECHNOLOGY FOOTPRINT

The **highest level in use** (use cases in phases 6 and 7 that have not been closed) and the **breadth** (distinct technology types and number of systems in use) are reported. Pilots are shown separately, as "in exploration". The order is one of **increasing governance demand**, not of "better technology".

Level	Name	What is in use	Technology in the T01 register
HT0	No AI in use	Nothing in production (there may be unauthorised use)	No use cases in use
HT1	Automation without learning	Rules or RPA. It is not AI for inventory purposes (document 32), but it is recorded as context	`reglas`
HT2	Third-party AI included	Corporate assistants, SaaS or products with AI; the company does not build	`ia_terceros_embebida`
HT3	Own predictive models	Predictive ML, vision or optimisation with learning	`ml_predictivo` , `vision` , `optimizacion`
HT4	Generative AI in processes	Language, documents, generation and retrieval integrated into processes; agents that only propose (A0 or A1)	`ia_generativa` , `lenguaje_documentos` ; `agente` with A0 or A1
HT5	Agents that act	Agents with A2 or A3 autonomy over third parties, money, personal data or production systems	`agente` with A2 or A3

MINIMUM GOVERNANCE REQUIRED BY FOOTPRINT

Values validated on 28-09-2026; they are recalibrated at each C5 with the company's own data (section 8). Each footprint level requires its own row and those above it.

Footprint in use	D1	D3	D4	D5	D6
HT1	1	—	—	—	1
HT2	1	—	—	2	2
HT3	2	2	2	2	2
HT4	2	3	3	2	3

Footprint in use	D1	D3	D4	D5	D6
HT5	3	3	3	3	3

From HT2, D5 covers the literacy of those who use AI, which the EU AI Act requires of deployers (Art. 4; D5.03); at HT1, D6 at 1 is enough, because rules and RPA are not AI, but it must be checked that they do not incorporate it. In HT4, D3 covers knowledge sources with an owner and validity (D3.08) and D4 covers evaluation with a test set before each change (D4.08); in HT5, D6 covers agent controls (D6.08).

ALERTS

Alert	When it is triggered	Severity	What it calls for
Adoption ahead of governance	Any dimension below the minimum required by the footprint in use	High if it is D1 or D6; medium for the others	Priority actions in the improvement plan (P34 §6.6). While D6 is below the minimum, no new use case at that footprint level should pass G5 without an explicit improvement condition, deadline and owner
Governance without use	Overall level 3 or higher with footprint HT1 or lower, or no use case in use twelve months after C2	Medium	Review the portfolio and the funnel (document 14; D2.09): the framework must not turn into bureaucracy without value
Transformation without people	Any use case in use with reach IM3 or IM4 and D5 at 2 or below	High	Adoption and people plan (documents 23 and 50; D5.07 and D5.08) before the next *gate*

The cross-reading with the transformation index (section 7.2 and 12 §5.3) is kept and shown alongside these alerts. T15 presents the three lenses in its "Three lenses" view, saves their summary into the T01 register and the board dashboard (T17) shows it in the maturity card.

The adoption "horizons" of other publications are read here, not in ambition. McKinsey (2026) sorts organisations into three horizons (enablement, automation and reinvention) by how much they have redesigned their work with AI. It is a diagnosis of the organisation and it resembles the third lens: the first horizon describes mainly changes in tasks, the second in processes and the third in people and organisation. It does not replace any lens or the maturity level: it comes from leaders' opinions in a survey, not from verified evidence, and it does not measure governance, risk, data or value. It is useful as a contrast: if leadership places itself in a high horizon and almost all use cases in use are at IM1, perception is ahead of what has changed. The difference from ambition levels is in SPHERES 01 · Ambition levels, section 7.1.

> **Why it matters.** The board is interested in whether the company has more AI, but above all in whether that AI is under control and whether it changes more than tasks. With the three lenses together it sees this without maturity being inflated: a company with agents that act and D6 at 2 does not appear as "more mature"; it appears with a high-severity alert.

08

Maturity targets by ambition

The company sets its maturity targets in C2. Level 5 is not a default target: the requirement must be proportionate to ambition and risk. Initial references, to be calibrated:

Company situation (C2)	12-month reference target	24-month reference target
Optimise predominates	Level 2 in all dimensions; level 3 in D2 and D7.	Level 3 in D1, D2, D4, D6 and D7.
Significant weight of Augment	In addition, level 3 in D5.	In addition, level 3 in D3 and level 4 in D5.
Transform bets	Level 3 in D1, D2, D6 and D7 before scaling a bet at G7.	Level 4 in D1, D2 and D7.
Enterprise scope or regulated sector	Level 3 in D6.	Level 4 in D6.
Agents with A2 or A3 autonomy in production	Level 3 in D4 and D6 before the first go-live.	Level 4 in D4 and D6.

The board should not approve Transform bets at G2 with D1 or D6 below 2 unless there is an explicit improvement condition, deadline and owner. The technology footprint in use adds its own required minimum (section 7.6), which is added to these references.

09

Illustrative example

Illustrative data. Fictitious services company, Enterprise scope, verified assessment with equal weights.

Dimension	Level	Progress to the next	Main blocking criterion
Strategy and governance (D1)	3	25 %	D1.09: the dashboard has only been reviewed in one quarter.
Value and portfolio (D2)	3	50 %	D2.10: two use cases in production without comparison with their hypothesis.
Data and knowledge (D3)	3	0 %	D3.09: no quality monitoring in production.
Technology and operations (D4)	4	25 %	D4.11: no measurement by cohort.
People and adoption (D5)	3	50 %	D5.10: released capacity has no recorded destination.
Risk, security and compliance (D6)	1	75 %	D6.03 (Partial): the inventory does not include third parties or corporate use.
Measurement and evidence (D7)	4	0 %	D7.11: no recalibration with the company's own data.

Calculation. Average = (3 + 3 + 3 + 4 + 3 + 1 + 4) ÷ 7 = 3.00 → 3. Cap = min (3, 1) + 1 = 2. **Overall level = 2**, with the cap applied.

Reading. The company has good technical and measurement capability, and has organised its portfolio without building risk control. It cannot declare that it applies SEVEN-G: D6.05 and D6.07 are "No". Proposed target for C2: level 3 in D6 within 12 months, which would raise the overall level to 3.

10

Associated tools and templates

Code	Use in this document
T15 · Maturity diagnosis	Questionnaire in section 3, links to evidence, samples, verifier adjustments, calculation in section 5, report in section 6 and comparison between assessments. Records assessment type, cut-off date, questionnaire version and weights. Proposal for the data model in 03 §4: entities *Maturity assessment* and *Answer*.
T01, T02, T03, T08, T12	Sources of evidence and samples.
Transformation index calculator (T14)	Cross-reading with the transformation index.

Code	Use in this document
T17, T18	Publication of the result and tracking of the actions requested by the board.
P03, P05, P07–P09, P11, P12, P14, P16, P18–P20, P24, P25, P28–P30	Usual evidence. The answer sheet, the calculation and the report have their own template, P34, which T15 calculates and generates.
T15 · "Three lenses" view	Governance capability, technology footprint from the T01 register, impact reach (12 §3.7), minimum required and alerts of section 7.6; the summary is saved into the T01 register and shown by the board dashboard.
T23 · Implementation journey	Uses the questionnaire's questions to mark the milestones of document 96 as met.
P72, P73	AI security profile (CSF 2.0 / Cyber AI Profile) and AI governance profile (NIST AI RMF), with the level of each subcategory derived from the questionnaire (section 7.5). T15 calculates them in its "CSF profile" and "AI RMF profile" views and saves their summary into the T01 register.

11

Related documents

Document	Relationship
00 · What SEVEN-G is	Maturity with observable evidence (§3.3 and §4.5).
01 · Foundational methodology	C1 and C5 (§5), roles (§8), nonconformities (§12) and declaration of application (§14).
03 · Tools and use case register	T15 and sources of evidence.
12 · Transformation index	Cross-reading.
13 · AI thesis and risk appetite	Maturity targets and weights.
14 · Portfolio management	Prioritisation method and retirements (D2).
38 · AI audit framework	Independent assessment.
60 · Board pack	Presentation of the result.
90 · Implementation guide	Use of the model in the first month.

12

Version control

Version	Date	Changes
0.1	16-09-2026	First version. Confirms the seven dimensions and the six levels (D10); defines rubrics, an 84-question questionnaire, assessment types, sampling, calculation with a cap based on D1 and D6, report, links with the transformation index and with 01 §14, and reference targets by ambition.
0.2	25-09-2026	Adds the indicative equivalence of levels 0–5 with the NIST CSF 2.0 *tiers* (section 2.2), which is a calculated view and not a second scale, and link 7.5 with the NIST profiles: current level of each AI RMF and CSF subcategory derived from the questionnaire, own questions, target level in C2, gap and equivalent *tier* (34 §5.4 and §5.5). Templates P72 and P73 in section 10.
0.3	28-09-2026	Adds the three-lens reading (section 7.6): governance capability, technology footprint HT0–HT5 and impact reach (12 §3.7); technology does not score, but it sets the minimum governance required by dimension and triggers the alerts "adoption ahead of governance", "governance without use" and "transformation without people". Note in section 1.1 and cross-references in sections 8 and 10.
0.4	28-09-2026	Minimum governance by footprint validated: D5 at 2 from HT2 (literacy, Art. 4 of the EU AI Act) and 3 at HT5; D6 at 1 at HT1, which is not AI; the "governance without use" alert fires with footprint HT1 or lower (a company using third-party AI does use AI).
0.5	19-11-2026	Section 7.6: McKinsey's adoption "horizons" are read next to the third lens (impact reach), as a contrast; they do not replace any lens (D195).

External sources cited

Links to the official or primary source, checked before publication. Always verify the version in force on the date of use.

Regulation (EU) 2024/1689 of the European Parliament and of the Council of 13 June 2024 laying down harmonised rules on artificial intelligence (Artificial Intelligence Act) · https://eur-lex.europa.eu/eli/reg/2024/1689/oj/eng · Parlamento Europeo y Consejo de la UE · 13-06-2024

Cybersecurity Framework Profile for Artificial Intelligence (Cyber AI Profile): NIST Community Profile, NIST IR 8596 (Initial Preliminary Draft) · https://csrc.nist.gov/pubs/ir/8596/iprd · National Institute of Standards and Technology (NIST), NCCoE · 16-12-2025

Artificial Intelligence Risk Management Framework (AI RMF 1.0), NIST AI 100-1 · https://www.nist.gov/publications/artificial-intelligence-risk-management-framework-ai-rmf-10 · National Institute of Standards and Technology (NIST), Departamento de Comercio de EE. UU. · 26-01-2023

The NIST Cybersecurity Framework (CSF) 2.0, NIST CSWP 29 · https://csrc.nist.gov/pubs/cswp/29/the-nist-cybersecurity-framework-csf-20/final · National Institute of Standards and Technology (NIST), Departamento de Comercio de EE. UU. · 26-02-2024