DOCUMENT 41 · INDICATOR CATALOGUE

Indicator catalogue

Indicators with code, formula, source and owner to measure AI from the use case to the board

Fernando García Varela Version 0.3 (working draft) 19-10-2026 Draft for review

165	13	4	26
coded indicators	families	levels of use	indicators in the Lite minimum set

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THE ESSENTIALS Reference

Indicator catalogue. It is not implemented in full: the company chooses a reduced set in C2 (section 19, minimum set for Lite; section 20, selection for the board) and consults the rest when needed.

Obligation matrix and layered reading (document 94)

01

Purpose and scope

This document establishes the SEVEN-G indicator catalogue. Each indicator has a persistent code, a definition, a formula, a unit, a data source, a frequency, an owner, the level at which it is used, its application in the cycle and, where appropriate, an indicative threshold.

The catalogue:

- Applies the measurement rules in document 40 and uses its official formulas (F1–F10).
- Includes the funnel metrics in document 03 §3.5 and the eight transformation index signals in document 00 §5.3.
- Feeds the use case register (T01), value tracking (T12), the cost calculator (T13), the transformation index (T14), the maturity diagnosis (T15) and the board dashboard (T17).
- Marks a **recommended minimum set for Lite intensity**.

No company needs all the indicators. They are selected in C2 according to the AI thesis, the portfolio and the intensity, and the selection is recorded.

02

Rules of use

1. **Persistent code.** The code `IND-<FAMILIA>-NN` is not reused. A retired indicator is marked as retired and keeps its code.
2. **Every formula is explicit.** If an indicator cannot be calculated with its formula, it is shown as "no data" (rule 8 in document 40). It is not replaced by an approximation without saying so.
3. **Thresholds are set by the company.** "To be set" means that the company approves it in C2 (document 13). The only thresholds shown as a value are those derived from rules of the framework itself (for example, zero systems in production without a *gate*) or the indicative time limits in 03 §3.6. None is a market benchmark.

4. **Value indicators inherit the status.** Every indicator calculated on amounts shows its validated proportion or is calculated in two versions: total and validated only.
5. **Segmentation.** All portfolio indicators can be segmented by the tags of the controlled taxonomy (03 §3.3): sphere, ambition, intensity, technology, exposure, regulatory classification, area and supplier.
6. **Medians rather than means** for times, with the 80th percentile.
7. **Reading in pairs.** Speed or automation indicators are read together with the quality and risk indicators that balance them (for example, containment with ungrounded responses and complaints).
8. **New indicators.** They are added using the record in section 5 and approved by the AI Office with management control clearance.

03

Legend

Column	Values
Freq. (frequency)	**M** monthly · **Q** quarterly · **H** half-yearly · **A** annual · **G** at each *gate* or event
Resp. (owner)	**SP** sponsor · **BO** business owner of the benefit · **PO** AI Product Owner · **TO** technical owner · **OO** operations owner · **RO** risk owner · **AUD** AI Auditor · **AIO** AI Office · **MC** management control · **AIC** AI Committee · **ISEC** information security · **DO** data owner · **PPL** people function · **BS** board secretariat
Level	**I** use case · **P** portfolio · **Co** company · **B** board
Application	Phases **F0–F7**, *gates* **G0–G7**, stages **C1–C5**, spheres **E01–E09** and ambition **Opt** (Optimise), **Aug** (Augment), **Tra** (Transform). "All" if it applies generally.
Source	Tool from document 03 (T01–T22) and, where one exists, board dashboard (T17) field in backticks.
Lite	● part of the recommended minimum set for Lite (section 19).
To be defined by the company	The source document of the indicator does not set that item; the company approves it in C2 when it selects the indicator (section 21).

04

Families

Code	Family	Indicators
VAL	Value	18
COS	Cost	14
EMB	Funnel	13
AGI	Agility	6
RIE	Risk and compliance	17
OPE	Operations and model quality	29
ADO	Adoption and people	15
DAT	Data and knowledge	20
CLI	Customer and product	9
TRA	Transformation	9
MAD	Maturity	4
CON	Board	5
PRO	Processes and decision-making	6
	Total	**165**

05

Indicator record

Each indicator in the catalogue, and any in-house indicator added by the company, is documented with this record. The selection of indicators approved by the company in C2, with its target, threshold, frequency, owner and source, is recorded in P35 §13.

Field	Content
Code	`IND-<FAMILIA>-NN`
Name and definition	What it measures, in one understandable sentence.
Formula	Numerator, denominator, exclusions and the applicable official formula from document 40.
Unit	€, %, days, no., points, index.
Source	Tool, field and source system.
Frequency	Frequency of calculation and review.
Owner	Who calculates it and who is accountable for the result.
Level	Use case, portfolio, company or board.
Application	Phase, stage, sphere and ambition.
Threshold	Value approved in C2 or "to be set"; traffic-light reading where appropriate.
Counterpart indicator	Indicator with which it must be read.
Status	Active, in testing or retired; date of registration.

06

Value · VAL

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold	Lite
IND-VAL-01	**Annual net value.** Value contributed by the use case or the portfolio after deducting its recurring cost.	Realised efficiencies + return − recurring cost (40 F2)	€/year	T01 · T12 · `economia` (net)	Q	SP · AIO	I · P · B	F5–F7 · all	≥ 0 per use case in steady state	•

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold	Lite
IND-VAL-02	**Realised efficiencies.** Lower actual cost or budgeted avoided cost.	Σ incremental units × unit value (40 F1), excluding unrealised capacity	€/year	T12 · `economia.eficiencias[]`	Q	BO	I · P	F5–F7 · Opt, Aug	To be set	
IND-VAL-03	**Return.** Additional attributable revenue or margin.	Σ incremental units × unit margin or revenue (40 F1)	€/year	T12 · `economia.retorno[]`	Q	BO	I · P	F5–F7 · E01, E02 · Aug, Tra	To be set	
IND-VAL-04	**Value by status.** Gross realised value broken down by status.	Σ validated amounts; Σ declared; Σ estimated	€	T12 · `valor_por_estado`	Q	MC	I · P · B	F6–F7 · C4	—	
IND-VAL-05	**Validated proportion.** Share of gross realised value validated by management control or audit.	Validated ÷ (validated + declared + estimated) (40 F6)	%	T12 · `valor_por_estado`	Q	MC	P · B	C4, C5	Always visible; target to be set	•
IND-VAL-06	**Validated net value.** Net value with validated value only and full cost.	Validated efficiencies + validated return − recurring cost (40 F2v)	€/year	T12 · T13	Q	MC	P · B	C4	To be set	
IND-VAL-07	**Released capacity.** Net hours released and their valuation.	Volume × (reference time − time with AI); × fully loaded hourly cost (40 F4)	h/year · €/year	T12 · `eficiencias[capacidad_liberada]`	Q	PO	I · P	F5–F7 · E03, E04 · Opt, Aug	—	

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold	Lite
IND-VAL-08	**Realisation rate.** Share of released capacity converted into lower cost or avoided cost.	Realised hours ÷ net released hours (40 F5)	%	T12 · T20	Q	BO	I · P	F6–F7 · Opt	To be set; at G7 Opt realised savings are required	•
IND-VAL-09	**Reassignment rate.** Capacity explicitly reassigned to new activities.	Reassigned hours ÷ net released hours (40 F5)	%	T20	Q	BO	I · P	F6–F7 · Aug	To be set	
IND-VAL-10	**Additional net value per euro.** Annual net value contributed by each euro of additional investment.	(Potential net value − current net value) ÷ additional investment (40 F3)	€ per €	T01 · `economia.investion.adicional_potencial`	G · Q	AIO	I · P	F2, F3, F7 · C3	Ranks the portfolio; no threshold	•
IND-VAL-11	**Net present value.** Single economic feasibility criterion.	−I + Σ net_t ÷ (1 + r)^t, t = 1…H (40 F7)	€	T11	G	MC	I	G3, G7 · Opt, Aug	≥ 0 with H and r from C2	
IND-VAL-12	**ROI.** Return on initial investment, for information.	(Σ net_t − I) ÷ I (40 F8)	%	T11	G	MC	I	G3, G7	No threshold	
IND-VAL-13	**Payback period.** Years to recover the initial investment, for information.	First year with cumulative net value ≥ I, interpolated (40 F9)	years	T11	G	MC	I	G3, G7	No threshold	
IND-VAL-14	**Value realisation.** Realised value against the value expected in the plan.	Realised value for the period ÷ expected value for the period (40 F10)	%	T12 · P28	Q	BO	I · P	F6–F7 · R6	Indicative: ≥ 90% green; 70–90% amber; < 70% red (to be set)	•

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold	Lite
IND-VAL-15	**Use cases with negative net value.** Use cases in production whose cost exceeds their value.	No. of use cases with F2 < 0, with a named list	no.	T01	Q	AIO	P · B	R6 (C4)	0 without an approved plan	•
IND-VAL-16	**Use cases with no value data.** Use cases in production without reported efficiencies, return or cost.	No. of use cases with any F2 block null	no.	T01	Q	AIO	P · B	C4	0	
IND-VAL-17	**Declared pending validation.** Declared value that has exceeded the validation period.	Declared older than the period (40 §4.1) ÷ total declared	% · €	T12	Q	MC	P	C4	0%	
IND-VAL-18	**Overlaps with declared allocation.** Use cases with shared results that have an approved allocation key.	Use cases with overlap and an approved key ÷ use cases with overlap	%	T12 · `compartе_valor_con` · `clave_reparto`	Q	AIO	P	C4	100%	

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Cost · COS

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold	L
IND-COS-01	**Annual recurring cost.** Full annual cost of the use case, direct plus allocated shared cost.	Σ recurring parts of the nine categories (42 §4)	€/year	T13 · `economia.inversion.recurrente_anual`	M · Q	MC	I · P	F5–F7	Approved budget	•
IND-COS-02	**Initial investment.** Build plus initial adoption.	Build cost + initial adoption cost (40 §8.2)	€	T13 · `economia.inversion.construccion`	G	MC	I · P	G3–G5 · Tra per stage	Limit approved at G3	
IND-COS-03	**Total cost of ownership.** Cost of the use case over the whole horizon.	I + Σ recurring cost_t (t = 1… H) + retirement cost (42 §5)	€	T13	G · A	MC	I	G3, G7	—	
IND-COS-04	**Budget variance.** Difference between actual cost and budget.	(Actual cost − budget) ÷ budget	%	T13 · accounting	M	MC	I · P	F3–F7	To be set	
IND-COS-05	**Cost per unit of outcome.** Cost of producing one unit of useful outcome.	Recurring cost for the period ÷ units of useful outcome (42 §9)	€ per unit	T13 · source system	M	PO	I	F5–F7	≤ baseline unit cost (Opt)	•

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold	L
IND-COS-06	**Consumption against budget.** Cumulative model and compute consumption against budget.	Cumulative consumption ÷ budget for the period	%	T13 · supplier billing	M (daily for agents)	OO	I · P	F5–F7 · generative AI, agents	Alerts at 50, 80 and 100% (42 §8)	•
IND-COS-07	**Tagged cost.** Cloud and AI cost with a valid use case tag.	Cost with a valid tag ÷ total cloud and AI cost	%	Cloud billing · T13	M	AIO	Co	C4	To be set	
IND-COS-08	**Unattributed cost.** AI cost not allocated to use cases or to corporate use.	Unattributed cost ÷ total AI cost	%	T13	Q	MC	Co · B	C4	To be set	
IND-COS-09	**Idle licence cost.** Licences paid for but unused in the period.	Assigned unused licences × unit cost	€	T21 · `adopcion` (licences)	M	AIO	Co	C4	To be set	
IND-COS-10	**Investment avoided through stops.** Approved but uncommitted budget of stopped or retired use cases.	Σ approved budget − Σ committed, in stopped use cases (42 §10)	€	T01 · T13	Q	AIO	P · B	C4, C5	For information; does not add to value	
IND-COS-11	**Company AI cost.** Total AI cost, including corporate use.	Σ recurring cost + Σ investment for the year across all systems	€/year	T13	Q	MC	Co · B	C1, C4	C2 framework budget	•

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold	I
IND-COS-12	**Governance hours per use case.** Hours declared to prepare and verify the evidence, meet and record a use case's *gate* decisions. It measures the cost of the method itself; it is not allocated to the cost of the case (42 §4).	Σ hours declared in the *gate* decisions (`decisiones_gate[].horas_gobierno`)	hours	T01 · T17 `seveng.gobierno`	G · A	OIA	I · Ca	All · by intensity	Median by intensity, to be calibrated	
IND-COS-13	**Cost of governance over investment.** Proportionality of governance (principle 11).	Declared hours × C2 cost per hour ÷ the use case's investment	%	T01 · T17	A	OIA	I · Ca · Cj	All · by intensity	Express 5% · Lite 10% · Enterprise 15% (13 §6; starting values, to be calibrated in C5)	
IND-COS-14	**Referenced evidence.** Share of the evidence taken from what the company already has instead of being copied into a template (21 §4.3).	Evidence with origin "reference" ÷ evidence	%	T01	Q	OIA	Ca · Co	G0–G7	To be set; increasing in large companies	

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Funnel · EMB

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold	Lite
IND-EMB-01	**Time in phase.** Days in each phase excluding time on hold.	Exit date − entry date − days on hold; median and P80	days	T01 (events)	M	AIO	P	F0–F5, F7	Time limits in 03 §3.6	
IND-EMB-02	**Stalled use cases.** Use cases that exceed the reference time limit for their phase.	No. with time in phase > reference time limit	no.	T01	M	AIO	P	All	0 without committee review	•
IND-EMB-03	**Conversion per gate.** Proportion of favourable decisions at each *gate*.	(Proceed + Proceed with conditions) ÷ *gate* decisions	%	T03	Q	AIO	P	G0–G7	For information	
IND-EMB-04	**Iterations per gate.** Average iterations before the decision.	Σ iterations ÷ no. of *gate* decisions	no.	T03	Q	AIO	P	G0–G7	≤ 2 (01 §7.4)	
IND-EMB-05	**Time on hold.** Days halted for an external cause, by reason.	Σ days in On hold status, by reason	days	T01	M	AIO	P	All	For information	

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold	Lite
IND-EMB-06	**Stop and retirement reasons.** Distribution of coded reasons.	Stops and retirements by reason ÷ total stops and retirements	%	T01	H	AIC	P	C5	For information	
IND-EMB-07	**Gate compliance.** Criteria met out of those applicable.	Criteria Met ÷ (applicable criteria)	%	T03	G	AUD	I · P	G0–G7	100% of mandatory criteria for Proceed	
IND-EMB-08	**Expired conditions.** Open conditions past their deadline.	No. of open conditions past their deadline	no.	T03	M	AIC	P · B	G0–G7	0	•
IND-EMB-09	**Value by phase.** Expected annual net value of the use cases in each phase.	Σ expected annual net value by phase	€	T01	Q	AIO	P · B	C3, C4	For information	
IND-EMB-10	**Weighted value.** Expected value adjusted by the historical probability of reaching production.	Σ expected value × historical probability from the current phase (IND-EMB-12)	€	T01	Q	AIO	B	C4	Only with sufficient history	
IND-EMB-11	**Ambition mix by phase.** Distribution of ambition in each phase.	Use cases at each level in the phase ÷ use cases in the phase	%	T01	Q	AIO	P · B	C3, C4	For information (signal 7)	

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold	Lite
IND-EMB-12	**Historical probability of reaching production.** Historical rate of progression to G5 from each phase.	Use cases that reached G5 from phase f ÷ use cases that passed through f (closed cohorts)	%	T01	H	AIO	P	C3, C5	For information	
IND-EMB-13	**Ability to stop.** Use cases stopped or retired with a coded reason compared with those that receive a *gate* decision.	Use cases stopped or retired with a coded reason in 12 months ÷ use cases with a *gate* decision in 12 months	%	T01 · T03	To be defined by the company	To be defined by the company	P · B	C4, C5 · E09	To be defined by the company	

09

Agility · AGI

Definitions of the segments are in document 40 §9. All are segmented by residual risk level, ambition and intensity.

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold	Lite
IND-AGI-01	**Idea → approval.** Time from registration to the favourable G3 decision.	Date of favourable G3 decision − registration date − days on hold; median and P80	days	T01 · `agilidad.tia_dias_por_tier`	Q	AIO	P · B	F0–F3	Lite 70 · Enterprise 125 (indicative)	•

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold	Lite
IND-AGI-02	**Approval → production.** Time from G3 to G5.	Date of favourable G5 − date of favourable G3 − days on hold; median and P80	days	T01 · `agilidad.ttp_dias_por_tier`	Q	AIO	P · B	F4–F5	Lite 80 · Enterprise 135 (indicative)	•
IND-AGI-03	**Idea → production.** Total time to production.	Date of favourable G5 − registration date − days on hold; median and P80	days	T01	Q	AIO	P · B	F0–F5	Lite 150 · Enterprise 260 (indicative)	
IND-AGI-04	**Decision time.** Days between the request and the decision on a *gate*.	Decision date − request date; median and P80	working days	T03	M	AIC	P · B	G0–G7	Lite 5 · Enterprise 10	
IND-AGI-05	**Decisions on time.** *Gate* decisions taken within the approved time limit.	Decisions on time ÷ decisions	%	T03 · `agilidad.sla_dias_por_tier`	Q	AIC	B	G0–G7	To be set	
IND-AGI-06	**Awaiting risk analysis.** Registered use cases without a risk assessment started within the time limit.	No. of use cases with days since registration > time limit and no assessment started	no.	T01 · T06 · `agilidad.backlog_sin_analisis`	M	RO	P · B	F0–F3	0 outside the time limit	

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Risk and compliance · RIE

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicat thresh
IND-RIE-01	**Inventory coverage.** Inventoried systems with regulatory classification, intensity and owner.	Systems with the three fields ÷ inventoried systems	%	T02	Q	AIO	Co · B	F0 · C1, C4	100%
IND-RIE-02	**Systems in production without a gate.** Systems operating without an approved G5 or regularisation.	No. of systems in production without G5 or a review equivalent to G7 (01 §14)	no.	T02 · T03	M	AUD	Co · B	F6 · C4	0 (critic noncon
IND-RIE-03	**High and critical residual risks.** Open risks with a High or Critical residual level.	No. of risks with residual P × I ≥ 10, by level (specification §5.1)	no.	T06	M	RO	I · P · B	F3–F7	Critical without approv
IND-RIE-04	**Pending impact assessments.** Required assessments not completed.	Required assessments not completed ÷ required	%	T07	M	RO	P · B	F3–F4 · E08	0 befor
IND-RIE-05	**Open nonconformities.** Nonconformities by type.	No. open by type: minor, major, critical	no.	T08	M	AUD	P · B	All	For info
IND-RIE-06	**Overdue nonconformities.** Containment or action plan overdue.	No. of nonconformities with the containment or plan time limit exceeded (01 §12)	no.	T08	M	AUD	P · B	All	0

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicat thresh
IND-RIE-07	**Incidents by severity.** Incidents in the period by system and severity.	No. of S1, S2, S3 and S4 incidents	no.	T08 · `seguimiento.incidentes`	M	OO	I · P · B	F6	To be s always reporte
IND-RIE-08	**Detection and containment.** Speed of response to incidents.	Median hours from onset → detection and detection → containment	hours	T08 · `horas_detectar` · `horas_contener`	Q	OO	P · B	F6	To be s
IND-RIE-09	**Lapsed continuity reviews.** Systems in production with an overdue R6.	Systems with an overdue R6 ÷ systems in production	%	T03	M	AIO	P · B	F6 · R6	0
IND-RIE-10	**Unauthorised use.** AI tools or uses without approval detected and regularised.	No. detected in the period; regularised ÷ detected	no. · %	T21 · `adopcion.shadow_ai_detectada`	Q	ISEC	Co · B	E09 (C4)	To be s
IND-RIE-11	**Critical suppliers assessed.** N3 suppliers with a current assessment and exit strategy.	N3 suppliers with a current assessment and exit strategy ÷ N3 suppliers	%	T09 · `proveedor_dora`	H	RO	Co · B	F3 · C4	100%
IND-RIE-12	**Timely analysis of regulatory changes.** Relevant regulatory changes with an impact analysis within the set time limit.	Relevant regulatory changes with an impact analysis within the set time limit ÷ relevant regulatory changes identified	%	To be defined by the company	To be defined by the company	To be defined by the company	Co · B	E08 (C4)	To be d by the compar

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicat thresh
IND-RIE-13	**Early adaptation.** Obligations with a future application date and an approved adaptation plan.	Obligations with a future application date and an approved adaptation plan ÷ obligations with an application date in the next 24 months	%	To be defined by the company	To be defined by the company	To be defined by the company	Co · B	C2, C4 · E08	To be d by the compa
IND-RIE-14	**Ethical review applied.** Use cases that require ethical review and have it recorded before G3.	Use cases that require ethical review and have it recorded before G3 ÷ use cases that require it	%	To be defined by the company	To be defined by the company	To be defined by the company	P · B	F3 · G3 · E08	To be d by the compa
IND-RIE-15	**Effective veto power.** Use cases modified or stopped by decision of the ethics body.	No. of use cases modified or stopped by decision of the ethics body in the last 12 months, reported together with the number of use cases reviewed	no.	To be defined by the company	To be defined by the company	To be defined by the company	Co · B	C4, C5 · E08	To be d by the compa
IND-RIE-16	**Public transparency.** Systems with direct exposure to people described in the company's public information.	Systems with direct exposure to people described in the company's public information ÷ systems with direct exposure	%	To be defined by the company	To be defined by the company	To be defined by the company	Co · B	E08 (C4)	To be d by the compa
IND-RIE-17	**Concentration in the main model supplier.** Weight of the main supplier in spending on models.	Spending on the main model supplier ÷ total spending on models	%	To be defined by the company	To be defined by the company	To be defined by the company	Co · B	C3, C4 · E09	To be d by the compa

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Operations and model quality · OPE

11.1 Common

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicativ threshol
IND-OPE-01	**Performance within threshold.** Systems whose main metric meets the threshold approved at G5.	Systems with main metric within threshold ÷ systems in production	%	P25 · monitoring	M	OO	I · P	F6	100%
IND-OPE-02	**Availability.** Uptime against committed service time.	Available time ÷ committed service time	%	Monitoring	M	OO	I	F6	Agreed service level
IND-OPE-16	**Monitoring coverage.** Systems in production with a current monitoring plan and tested alerts.	Systems in production with a current P25 and tested alerts ÷ systems in production	%	P25	Q	To be defined by the company	P	F6	100%
IND-OPE-17	**Substantial changes without a gate.** Substantial changes applied without returning to the corresponding *gate*.	Substantial changes applied without returning to the *gate* ÷ substantial changes	%	Change log (document 52 §6)	Q	To be defined by the company	I · P	F6	0%

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicativ threshol
IND-OPE-18	**Failed change rate.** Changes reverted or giving rise to an incident.	Changes reverted or giving rise to an incident ÷ changes applied	%	Change log (document 52 §6) · T08	Q	To be defined by the company	I · P	F6	Downwar trend
IND-OPE-21	**Tested rollback.** Systems with a rollback plan test on time.	Systems with a rollback test on time ÷ systems in production	%	P19	H	To be defined by the company	I · P	F5–F6	100%
IND-OPE-22	**Alert noise.** Alerts closed without action.	Alerts closed without action ÷ alerts generated	%	Monitoring · P25	M	To be defined by the company	I · P	F6	Downwar trend
IND-OPE-23	**Supplier versions at risk.** Systems whose provider model version has an announced deprecation and no migration plan.	Systems whose provider model version has an announced deprecation with no migration plan ÷ systems with a provider model	%	To be defined by the company	M	To be defined by the company	P	F6	0%
IND-OPE-26	**Cost-driven degraded mode.** Days on which the system operates degraded because the consumption budget has run out, and quality during the mode.	Days in the period at N1 or above in the cascade (document 52 §10.3), by level; and quality measured in the mode ÷ P25 minimum quality	days · %	P27 · P25	M	OO	I · P	F6 · generative AI, agents	Downwar trend; quality ≥ 100% of the minimum

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicativ threshol
IND-OPE-27	**Guardrail effectiveness.** Agent test bench scenarios detected or blocked, read together with false positives and deactivations.	Test bench scenarios (SEG-27) detected or blocked ÷ scenarios run; false positives on sampled legitimate traffic ÷ sample; number of deactivations	% · no.	Test bench · P25 · P53	M and at each deployment	ISEC	I · P · B	F5–F6 · generative AI, agents	Zero critic scenarios undetecte the rest a per P25
IND-OPE-28	**End-to-end trace coverage.** Requests traced with a correlation identifier up to the result and received in security monitoring.	Requests with a complete trace received ÷ requests	%	Security monitoring · P25	M	OO	I · P	F6 · generative AI, agents	100% wit direct exposure and for A2 A3
IND-OPE-29	**Recovery from model provider outage.** Systems that support critical use cases with the fallback switch tested in time and within the target time.	Systems with a test in time and actual time ≤ P24 target ÷ systems that support critical use cases with a provider model	%	P24 · P19	H	OO	P · B	F6	100%

11.2 Predictive machine learning

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold
IND-OPE-03	**Main model metric.** Discrimination or error of the model in production.	Metric approved at G5 (for example, AUC or mean absolute error) over the production window	depending on metric	Monitoring · `operacion.auc`	M	TO	I	F5–F6 · predictive ML	G5 threshold
IND-OPE-04	**Data drift.** Change in the distribution of variables relative to the reference.	PSI = Σ (% current − % reference) × ln(% current ÷ % reference), by bins	index	Monitoring · `operacion.psi`	M	TO	I	F6 · predictive ML	To be set per model
IND-OPE-05	**Straight-through processing.** Cases resolved without manual intervention.	Cases resolved without intervention ÷ eligible cases	%	Source system · `operacion.stp_pct`	M	PO	I	F6 · E04 · Opt	To be set
IND-OPE-06	**Difference in outcomes between groups.** Bias indicator for decisions about people.	Maximum difference in favourable outcome rate between the groups defined in the impact assessment	percentage points	Bias testing · P22	H	RO	I	F5–F6 · decisions about people	To be set (document 33)

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold
IND-OPE-19	**Untreated drift.** Models with drift at critical level with no action recorded on time.	Models with drift at critical level with no action recorded within the P25 time limit ÷ monitored models	%	Monitoring · P25	M	To be defined by the company	I · P	F6 · predictive ML	0%

11.3 Generative AI

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indica thresh
IND-OPE-07	**Accuracy in evaluation.** Correct and grounded responses in the evaluation set.	Correct and grounded responses ÷ responses evaluated	%	Evaluations · `operacion.evals_fecha` (date)	M and at each change	TO	I	F5–F6 · generative AI	G5 thresh
IND-OPE-08	**Ungrounded responses.** Responses with statements not supported by the sources.	Ungrounded responses ÷ responses reviewed in the human review sample	%	Sample review · `operacion.qa_humano_pct`	M	PO	I	F6 · generative AI	To be s
IND-OPE-09	**Containment.** Conversations resolved without handover to a person.	Conversations without handover ÷ conversations	%	Logs · `operacion.contencion_pct`	M	PO	I	F6 · E01 · generative AI	To be s read w OPE-0 and CL 03

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indica thresh
IND-OPE-10	**Prompt injection success in testing.** Test attacks that manage to alter behaviour.	Successful attacks ÷ attacks executed	%	T10 · `ia_ofensiva`	H and at each change	ISEC	I · B	F5–F6 · generative AI, agents	0 for actions with ef
IND-OPE-24	**Queries outside the validated scope.** Usage drift: queries that do not correspond to the topics or tasks validated at G5.	Queries classified outside the validated scope ÷ queries in the period	%	Query classification or sampling · P25	M	OO	I	F6 · generative AI, agents	Accord to the referer (docun 52 §4.2
IND-OPE-25	**Unequal responses in counterfactual pairs.** Bias in responses: pairs of cases identical except for a protected attribute with a materially different outcome.	Pairs with a material difference ÷ pairs evaluated	%	Evaluations · P25	At each regression and periodic evaluation	RO	I · B	F5–F6 · generative AI with decisions, communications or direct exposure to people	P17 thresh (docun 52 §4.2

11.4 Agents

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold	Lite
IND-OPE-11	**Least privilege.** Agent identities with permissions reviewed and limited to what is necessary.	Identities with a current least-privilege review ÷ agent identities	%	T10 · `agente.minimo_privilegio`	Q	ISEC	I · Co · B	F4–F6 · A2, A3	100%	
IND-OPE-12	**Action traceability.** Actions logged with identity, intent and outcome.	Complete logged actions ÷ actions executed	%	Logs · `agente.logging_acciones_pct`	M	OO	I	F6 · agents	100%	
IND-OPE-13	**Human validation of sensitive actions.** Sensitive actions validated by a person before execution.	Sensitive actions with prior validation ÷ sensitive actions	%	Logs · `agente.validacion_humana_escrituras`	M	OO	I	F6 · A1, A2	100% where the design requires it	
IND-OPE-14	**Kill switch test.** Days since the last successful test.	Calculation date − date of the last successful test	days	T10 · `agente.kill_switch`	Q	OO	I · B	F5–F6 · agents	According to the test plan (P19, P24)	
IND-OPE-15	**Task completion.** Agent tasks completed correctly without intervention.	Tasks completed correctly ÷ tasks started	%	Logs	M	PO	I	F6 · agents	G5 threshold	

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold	Lite
IND-OPE-20	**Blocked agent actions.** Actions blocked by the agent's limits and review of intent anomalies.	Actions blocked by limits ÷ actions attempted; and intent anomalies reviewed ÷ detected	%	Logs	M	To be defined by the company	I	F6 · agents	100% of anomalies reviewed	

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Adoption and people · ADO

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indica thresl
IND-ADO-01	**Active licences.** AI licences used in the period.	Licences used ÷ licences assigned	%	T21 · `adopcion` (active and assigned licences)	M	AIO	Co · B	corporate use (C4)	To be s
IND-ADO-02	**Active users.** Users with weekly use against target users.	Weekly active users ÷ target users	%	T20 · `adopcion` (weekly active users)	M	PO	I	F5–F7 · Aug	G2 adopti target
IND-ADO-03	**Usage rate in the process.** Transactions in which AI is used.	Transactions with AI ÷ eligible transactions	%	Source system	M	PO	I	F5–F7	G2 hypotl
IND-ADO-04	**Acceptance of proposals.** System proposals accepted without changes.	Proposals accepted without changes ÷ proposals	%	Logs	M	PO	I	F6 · A1	For inform extren values analys with O 08

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indica thresl
IND-ADO-05	**AI literacy.** People in the required group who have completed training.	People trained ÷ people in the required group	%	T20 · people function	Q	PPL	Co · B	C2, C4 · E03	100% the requir group before access taking the rol curren renew PER-F 90% (thresh to be calibra
IND-ADO-06	**Redesigned roles.** Jobs whose functions have been formally redesigned due to AI.	Redesigned jobs ÷ jobs affected by use cases in production	%	T20 · people function	H	PPL	I · Co	F6–F7 · E03 · Aug, Tra	For inform (signal
IND-ADO-07	**Critical AI capabilities covered.** Critical AI positions filled.	Critical positions filled ÷ critical positions needed	%	People function · `adopcion` (vacancies)	H	PPL	Co	C1, C4	To be s
IND-ADO-08	**Employee-promoted use cases.** Weight of employee proposals in the register and their progression through G1.	Registered use cases originating from employee proposals ÷ registered use cases; and employee-originated use cases that pass G1 ÷ employee-originated use cases registered	%	T01 (origin field)	H	To be defined by the company	P · Co	F1 · G1 · E03	Trend

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indica thresl
IND-ADO-09	**Effect assessment coverage.** Use cases with a recorded assessment of the effect on work.	Use cases in phase 3 or later with a recorded effect assessment ÷ use cases in phase 3 or later	%	T01 · T20	Q	To be defined by the company	P	F3–F7 · E03	100%
IND-ADO-10	**Qualified overseers.** Systems whose designated overseers have recorded oversight training.	A1–A3 systems in production whose designated overseers have recorded PER-PD training ÷ A1–A3 systems in production	%	T02 · training system	Q	To be defined by the company	I · Co	F5–F6 · A1–A3	100%
IND-ADO-11	**Released capacity without a decision.** Released hours with no destination decided beyond the C2 time limit.	Hours in PER-D5 older than the C2 time limit ÷ measured released hours	%	T20	Q	To be defined by the company	I · P	F6–F7 · E03 · Opt, Aug	Decre trend
IND-ADO-12	**Prior information to workers' representatives.** Systems with an effect on working conditions or employment reported before use.	Systems with an effect on working conditions or employment reported before use ÷ systems with that effect	%	Information record (document 50 §7.2)	Q	To be defined by the company	Co · B	F4–F5 · G5 · E03	100%

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indica thresl
IND-ADO-13	**Human review in decisions about people.** AI-assisted decisions about people with documented human review.	AI-assisted decisions about people with documented human review ÷ AI-assisted decisions about people	%	System logs	M	To be defined by the company	I	F6 · decisions about people	100%
IND-ADO-14	**Challenges to assisted decisions.** Review requests or complaints about AI-assisted decisions.	Review requests or complaints ÷ decisions communicated; and proportion upheld	%	Complaints channel	Q	To be defined by the company	I · Co	F6 · decisions about people	Trend cause
IND-ADO-15	**Perception of affected groups.** Favourable responses on usefulness, trust, support, workload and autonomy in the pulse survey (P44).	Favourable responses to the questions on usefulness, trust, support, workload and autonomy (P44) ÷ valid responses	%	Pulse survey	G (phase 5, at 3 months and at Enterprise R6)	To be defined by the company	I · Co	F5–F6 · R6 · E03	Trend; action worse

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Data and knowledge · DAT

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indica thresl
IND-DAT-01	**Data with an owner.** Datasets used by AI systems with an assigned owner.	Datasets with an owner ÷ datasets used by AI systems	%	Data catalogue · P16	Q	DO	Co	F3–F4 · E05	100%

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indica thresl
IND-DAT-02	**Quality of critical data.** Critical datasets that meet their quality thresholds.	Critical datasets within completeness, accuracy and timeliness thresholds ÷ critical datasets	%	Quality monitoring	M	DO	I · Co	F3–F6 · E05	To be s per datase
IND-DAT-03	**Verified legal basis.** Datasets with personal data whose legal basis and purpose have been verified for AI use.	Verified datasets ÷ datasets with personal data used by AI	%	Record of processing activities · P11	Q	RO	Co · B	F3 · E05, E08	100%
IND-DAT-04	**Documented lineage.** Systems in production with data and model lineage.	Systems with documented lineage ÷ systems in production	%	P16	Q	TO	Co	F4–F6	100% Enterp
IND-DAT-05	**Currency of the knowledge base.** Documents reviewed on time in the bases used by assistants.	Documents reviewed within their time limit ÷ documents in the base	%	Document management system	M	DO	I	F6 · E06 · generative AI	To be s
IND-DAT-06	**Critical knowledge available.** Critical processes with documented and accessible knowledge.	Critical processes with documented knowledge ÷ critical processes identified	%	Knowledge map (document 51)	H	DO	Co	C1, C5 · E06	To be s
IND-DAT-07	**Catalogue coverage.** Datasets used by AI with a complete record.	Datasets used by AI with a complete record ÷ datasets used by AI	%	Data catalogue	Q	To be defined by the company	Co	F3–F6 · E05	100% Enterp

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indica thresh
IND-DAT-08	**Quality by dimension.** Records that pass the rules of each quality dimension.	Records that pass the dimension's rules ÷ records assessed, by dataset and dimension	%	Quality monitoring	According to load frequency	To be defined by the company	I	F3–F6 · E05	Thresh set pe case ir phase
IND-DAT-09	**Retention compliance.** Datasets with a defined and applied retention period.	Datasets with a defined and applied retention period ÷ datasets used by AI	%	Data catalogue	H	To be defined by the company	Co	F4–F7 · E05	100%
IND-DAT-10	**Incidents caused by data.** AI incidents whose root cause lies in data.	AI incidents whose root cause lies in data ÷ closed AI incidents	%	T08	Q	To be defined by the company	P · Co	F6 · E05	Decrea trend
IND-DAT-11	**Time to data access.** Days until the data requested by a use case are available.	Median days between a data access request for a use case and its availability in the authorised environment	days	T01 (events) · access requests	Q	To be defined by the company	P · Co	F2–F4 · E05	Decrea trend
IND-DAT-12	**Validated synthetic data.** Synthetic datasets in use with utility and privacy validation.	Synthetic datasets in use with recorded utility and privacy validation ÷ synthetic datasets in use	%	Data catalogue	H	To be defined by the company	I · Co	F4–F6 · E05	100%
IND-DAT-13	**Knowledge sources with an owner.** Sources connected to AI with a content owner.	Knowledge sources connected to AI with a content owner ÷ connected sources	%	Source inventory	Q	To be defined by the company	Co	F4–F6 · E06 · generative AI	100%

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indica thresl
IND-DAT-14	**Use of expired content.** Responses citing documents that are no longer valid.	Sampled responses citing documents that are no longer valid ÷ sampled responses with a citation	%	Continuous evaluation	M	To be defined by the company	I	F6 · E06 · generative AI	Close 0%
IND-DAT-15	**Improper exposure of knowledge.** Access to content without permission detected in testing or in production.	Findings of access to content without permission detected in testing or in production, per period	no.	Permission testing · T08	Q	To be defined by the company	I · Co	F5–F6 · E06 · generative AI	0
IND-DAT-16	**Critical knowledge dependence.** Critical domains that depend on few people and have no usable documentation.	Critical domains mastered by two people or fewer and without usable documentation ÷ critical domains	%	Dependence map (document 51 §10.6)	A	To be defined by the company	Co	C1, C5 · E06	Decrea trend
IND-DAT-17	**Capture coverage.** Dependent critical domains with captured and validated content.	Dependent critical domains with captured and validated content ÷ dependent critical domains	%	Capture plan	H	To be defined by the company	Co	C4, C5 · E06	As per
IND-DAT-18	**Queries without a relevant source.** Queries for which no relevant document is retrieved.	Queries with no relevant document retrieved ÷ evaluated queries	%	Continuous evaluation	M	To be defined by the company	I	F6 · E06 · generative AI	Decrea trend

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indica thresh
IND-DAT-19	**Useful resolution.** Queries resolved according to the user and confirmed by sampling.	Queries marked as resolved by the user and confirmed by sampling ÷ total queries	%	Assistant telemetry	To be defined by the company	To be defined by the company	I	F6 · E06 · generative AI	To be define the compa
IND-DAT-20	**Time to autonomy.** Days until a new joiner reaches autonomy in their role.	Median days until a new joiner reaches autonomy in their role, compared with the baseline	days	People function	To be defined by the company	To be defined by the company	I · Co	F6–F7 · E06	To be define the compa

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Customer and product · CLI

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indica thresh
IND-CLI-01	**Incremental satisfaction.** Difference in satisfaction in interactions with AI.	Satisfaction with AI − satisfaction of the control group or baseline	points	Surveys	Q	BO	I	F5–F7 · E01	≥ 0 (nc deteric
IND-CLI-02	**Resolution time.** Change in the time taken to resolve the customer's request.	Median with AI − reference median	hours	Customer service system	M	PO	I	F6 · E01, E04	To be s

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indica thresh
IND-CLI-03	**AI-related complaints.** Complaints attributed to responses or decisions of the system.	Attributed complaints ÷ interactions × 10,000	per 10,000	Complaints management	M	BO	I · B	F6 · direct exposure	To be s
IND-CLI-04	**Incremental conversion.** Difference in conversion against the control group.	Conversion rate with AI − control group rate	percentage points	A/B test · sales system	M	BO	I	F5–F7 · E01, E02 · Aug, Tra	G2 hypoth
IND-CLI-05	**Incremental retention.** Difference in retention against the control group.	Retention rate with AI − control group rate	percentage points	Customer system	Q	BO	I	F5–F7 · E01	G2 hypoth
IND-CLI-06	**Use of AI features.** Active users of the product who use AI features.	Active users who use AI features in the period ÷ active users of the product	%	Product telemetry	To be defined by the company	To be defined by the company	I	F6–F7 · E02	To be d by the compa
IND-CLI-07	**Reduction in time to launch.** Reduction in the median days from idea to launch compared with the baseline.	(Median days from idea to launch in the baseline − current median) ÷ baseline median	%	Product management	To be defined by the company	To be defined by the company	I · Co	F6–F7 · E02 · Aug, Tra	To be d by the compa

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indica thresh
IND-CLI-08	**Margin of the AI-enabled offering.** Margin of the AI-enabled offering after its direct costs, including AI cost.	(Revenue from the AI-enabled offering − direct costs, including allocated AI cost) ÷ revenue from the AI-enabled offering	%	Management control	To be defined by the company	To be defined by the company	I · Co	F6–F7 · E02 · Aug, Tra	To be c by the compa
IND-CLI-09	**Defects contained before launch.** Defects detected in testing out of all defects.	Defects detected in testing ÷ (defects detected in testing + defects detected in production)	%	Quality management	To be defined by the company	To be defined by the company	I	F5–F7 · E02	To be c by the compa

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Transformation · TRA

The eight signals in document 00 §5.3. The 0–3 score for each signal, its initial thresholds "to be calibrated" and the determination of the profile are defined in document 12.

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold	Lit
IND-TRA-01	**Signal 1 · Investment mix.** Weight of Augment and Transform in AI spending.	(Recurring cost + investment) of Aug and Tra ÷ total (recurring cost + investment)	%	T01 · T13	A	AIO	Co · B	C1, C5	Document 12	•

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold	Lite
IND-TRA-02	**Signal 2 · Value mix.** Weight of return in validated value.	Validated return ÷ (validated efficiencies + validated return)	%	T12	A	MC	Co · B	C1, C5	Document 12	•
IND-TRA-03	**Signal 3 · Materialisation.** Released capacity converted into savings or reassigned.	(Realised hours + reassigned hours) ÷ net released hours of the portfolio	%	T12 · T20	A	AIO	Co · B	C1, C5	Document 12	
IND-TRA-04	**Signal 4 · Depth of change.** Use cases that redesign processes end to end.	Use cases in production with end-to-end redesign ÷ use cases in production	%	T05 (question 2)	A	AIO	Co · B	C1, C5	Document 12	
IND-TRA-05	**Signal 5 · Operating model.** Use cases with a verified change in roles, structure or decisions.	Aug and Tra use cases in production with verified change and defined oversight ÷ Aug and Tra use cases in production	%	T05 (question 3) · T20	A	AIO	Co · B	C1, C5	Document 12	
IND-TRA-06	**Signal 6 · AI-enabled revenue.** Revenue that would not exist without AI.	Revenue from products, services or channels that would not exist without AI ÷ total revenue	%	Accounting · T01	A	MC	Co · B	C1, C5 · E02	Document 12	

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold	Lite
IND-TRA-07	**Signal 7 · Progression to production.** Arrival in production of the bets with the highest ambition.	Aug and Tra use cases that reach G5 ÷ those that passed G2 (closed cohort); and median idea → production for Aug and Tra ÷ median for Opt	% · ratio	T01	A	AIO	Co · B	C1, C5	Document 12	
IND-TRA-08	**Signal 8 · Board decision.** Transformation decisions adopted and followed up.	No. of Tra decisions adopted by the board with follow-up in the register	no.	T18	A	BS	B	C2, C5	Document 12	
IND-TRA-09	**Transformation profile.** Position of the company between efficiency and transformation.	0–3 score for each signal and resulting profile (document 12)	profile	T14	A	AIO	Co · B	C1, C5	—	

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Maturity · MAD

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold	Lite
IND-MAD-01	**Overall maturity level.** Company level with the cap based on governance and risk.	Minimum of [weighted average of D1–D7] and (minimum of D1 and D6) + 1	level 0–5	T15	A	AIO	Co · B	C1, C5	C2 target	•

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold	Lite
IND-MAD-02	**Level by dimension.** Highest level with all its criteria and those of lower levels met with evidence.	Maximum n such that the criteria of levels 1…n are met	level 0–5	T15	A	AIO	Co	C1, C5	C2 target	
IND-MAD-03	**Maturity gap.** Distance to the target by dimension.	C2 target level − current level	levels	T15	A	AIO	B	C2, C5	0 at the end of the plan	
IND-MAD-04	**Criteria with verified evidence.** Robustness of the self-assessment.	Criteria with verified evidence ÷ criteria declared as met	%	T15	A	AUD	Co	C1, C5	100%	

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Board · CON

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold
IND-CON-01	**Open recommendations.** Board recommendations not closed, by status.	No. of open recommendations by status	no.	T18	Q	BS	B	C4	For information
IND-CON-02	**Overdue recommendations.** Recommendations past their committed date.	Open past their date ÷ open	%	T18	Q	BS	B	C4	0%

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold
IND-CON-03	**Closures with independent assessment.** Closures supported by evidence and independent assessment.	Closed with evidence and independent assessment ÷ closed	%	T18	Q	AUD	B	C4	100%
IND-CON-04	**Coverage of board information.** Indicators in the board pack with data.	Indicators with data ÷ indicators in the pack	%	T17	Q	AIO	B	C4	To be set; "no data" always visible
IND-CON-05	**Use cases presented in detail.** Number of use cases discussed in detail per session.	No. of use cases presented in detail in the session	no.	Agenda · T18	Q	AIO	B	C4	≤ 3

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Processes and decision-making · PRO

Outcome indicators for spheres 04 (Operations) and 07 (Decision) taken from document 10. They are read together with IND-OPE-05, IND-TRA-04 and IND-ADO-04.

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold
IND-PRO-01	**Cycle time reduction.** Reduction in the process cycle time compared with the baseline.	(Baseline cycle time − current cycle time) ÷ baseline cycle time	%	Process systems	To be defined by the company	To be defined by the company	I · P	F5–F7 · E04 · Opt, Aug	To be defined by the company

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold
IND-PRO-02	**Change in unit cost.** Change in the cost per unit processed compared with the baseline.	(Total process cost ÷ units processed) − baseline unit cost	€ per unit	Management control	To be defined by the company	To be defined by the company	I · P	F5–F7 · E04 · Opt	To be defined by the company
IND-PRO-03	**Error or rework rate.** Units with errors or rework, compared with the baseline.	Units with errors or rework ÷ units processed, compared with the baseline	%	Quality management	To be defined by the company	To be defined by the company	I	F5–F7 · E04	To be defined by the company
IND-PRO-04	**Decisions with assigned autonomy.** Decision types involving AI that have an assigned and documented autonomy level.	Decision types in which AI is involved with an assigned and documented A0–A3 level ÷ decision types in which AI is involved	%	T02 · P17	To be defined by the company	To be defined by the company	P · Co	F4–F6 · E07	To be defined by the company
IND-PRO-05	**Improvement in decision quality.** Difference in the outcome of decisions with AI compared with the control group, in money.	Average outcome of decisions with AI − average outcome of the control group, converted into money (for example, loss avoided)	€	T12	To be defined by the company	To be defined by the company	I	F5–F7 · E07 · Aug, Tra	To be defined by the company

Code	Indicator and definition	Formula	Unit	Source	Freq.	Resp.	Level	Application	Indicative threshold
IND-PRO-06	**Decision latency.** Time from when the information is available until the decision is executed.	Median time from when the information is available until the decision is executed, compared with the baseline	hours or days	Process logs	To be defined by the company	To be defined by the company	I	F5–F7 · E07	To be defined by the company

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Recommended minimum set for Lite

A company that applies SEVEN-G with Lite intensity should start with these 26 indicators. They cover the ten measurement rules, control of the funnel, the risks that give rise to critical nonconformities and the first two transformation signals.

Family	Indicators	Question they answer
Value	IND-VAL-01, 05, 08, 10, 14, 15	Does it deliver net value, how much is validated, is it realised, where should we invest and which use cases are not sustainable?
Cost	IND-COS-01, 05, 06, 11	How much does each use case and AI as a whole cost, and is consumption under control?
Funnel	IND-EMB-02, 08	Are there stuck use cases or unmet conditions?
Agility	IND-AGI-01, 02	How long do we take to approve and to move into production?
Risk and compliance	IND-RIE-01, 02, 07, 09, 10	Do we know what AI we have, is all of it approved, what incidents are there, is it reviewed and is there unauthorised use?
Operations	IND-OPE-01	Do the systems perform within what was approved?
Adoption and people	IND-ADO-03, 05	Is it used and is the workforce trained?
Transformation	IND-TRA-01, 02	Do we invest and obtain value beyond efficiency?
Maturity	IND-MAD-01	Where are we?

Family	Indicators	Question they answer
Board	IND-CON-02	Are the board's recommendations being implemented?

When a use case moves to Enterprise, at least risk indicators IND-RIE-03, 04 and 11 are added and, depending on the technology, those in sections 11.2 to 11.4.

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Selection for the board dashboard

The board dashboard (T17) does not show the entire catalogue. The selection is approved in C2 and should include:

1. **Value:** IND-VAL-01, 04, 05, 06, 07 and 15, with the validated proportion alongside each total (document 40 §11).
2. **Cost:** IND-COS-11 and, per use case, IND-COS-01.
3. **Agility:** IND-AGI-01, 02 and 04, segmented by risk and ambition.
4. **Risk:** IND-RIE-02, 03, 07, 09 and 10.
5. **Agents:** IND-OPE-11 to 14 when there are A2 or A3 agents.
6. **Adoption:** IND-ADO-01 and 05.
7. **Transformation:** IND-TRA-01 to 09 once a year.
8. **Board:** IND-CON-01 to 03.

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Mapping of provisional codes

Documents 10, 50, 51 and 52 use provisional indicator codes. This table maps them to the `IND-` code in the catalogue. "Complementary" indicates that the catalogue indicator measures the opposite (for example, overdue versus on time); "related" indicates that it covers it in part; "added" indicates that the indicator, which had no equivalent, has been added to the catalogue with the name, formula, source, frequency and threshold of its source document, and with "To be defined by the company" for the items that document does not set. When two provisional codes measure the same thing (IE03.06 and PER-14, IE05.05 and DAT-10, IE06.02 and CNC-06), they share a code. The provisional knowledge codes in document 51 use the `CNC-` prefix so that they are not confused with the `IND-CON` family (board).

21.1 Indicators by sphere (document 10)

Provisional code	Indicator	Catalogue equivalent
IE01.01	AI coverage of the customer relationship	IND-ADO-03 (related)
IE01.02	Effective resolution without handover	IND-OPE-09 (related)
IE01.03	Satisfaction differential	IND-CLI-01
IE01.04	Incremental retention in monetary terms	IND-CLI-05 (as a rate; valuation with IND-VAL-03)
IE01.05	Incremental conversion in monetary terms	IND-CLI-04 (as a rate; valuation with IND-VAL-03)
IE01.06	Complaints attributable to AI	IND-CLI-03
IE02.01	AI-enabled revenue	IND-TRA-06
IE02.02	Use of AI features	IND-CLI-06 (added)
IE02.03	Reduction in time to launch	IND-CLI-07 (added)
IE02.04	AI cost per unit of service	IND-COS-05
IE02.05	Margin of the AI-enabled offering	IND-CLI-08 (added)
IE02.06	Defects contained before launch	IND-CLI-09 (added)
IE03.01	Effective adoption	IND-ADO-02
IE03.02	Realised released capacity	IND-VAL-08
IE03.03	Reassigned released capacity	IND-VAL-09
IE03.04	AI literacy by role	IND-ADO-05
IE03.05	Redesigned roles	IND-ADO-06
IE03.06	Employee-promoted use cases	IND-ADO-08 (added)
IE04.01	Cycle time reduction	IND-PRO-01 (added)
IE04.02	Change in unit cost	IND-PRO-02 (added)
IE04.03	Straight-through processing	IND-OPE-05
IE04.04	Error or rework rate	IND-PRO-03 (added)

Provisional code	Indicator	Catalogue equivalent
IE04.05	Processes redesigned end to end	IND-TRA-04
IE04.06	Validated realised savings	IND-VAL-02 in its validated-only version (rule 4)
IE05.01	Catalogue coverage	IND-DAT-01 (related)
IE05.02	Quality of critical data	IND-DAT-02
IE05.03	Documented legal basis	IND-DAT-03
IE05.04	Documented lineage	IND-DAT-04
IE05.05	Time to data access	IND-DAT-11 (added)
IE05.06	Use cases blocked by data	IND-EMB-05 and IND-EMB-06 (related, data reason)
IE06.01	Coverage of critical knowledge	IND-DAT-06
IE06.02	Knowledge concentration	IND-DAT-16 (added)
IE06.03	Verified accuracy	IND-OPE-07
IE06.04	Useful resolution	IND-DAT-19 (added)
IE06.05	Currency of sources	IND-DAT-05
IE06.06	Time to autonomy	IND-DAT-20 (added)
IE07.01	Decisions with assigned autonomy	IND-PRO-04 (added)
IE07.02	Decision traceability	IND-OPE-12 (related, agents only)
IE07.03	Human override rate	IND-ADO-04 (complementary)
IE07.04	Tested kill switch	IND-OPE-14 (related: age of the test)
IE07.05	Improvement in decision quality	IND-PRO-05 (added)
IE07.06	Decision latency	IND-PRO-06 (added)
IE08.01	Classified systems	IND-RIE-01 (related)
IE08.02	Required assessments completed on time	IND-RIE-04 (complementary)
IE08.03	Overdue regulatory nonconformities	IND-RIE-06 (related, regulatory origin)

Provisional code	Indicator	Catalogue equivalent
IE08.04	Timely analysis of regulatory changes	IND-RIE-12 (added)
IE08.05	Early adaptation	IND-RIE-13 (added)
IE08.06	Unauthorised use regularised	IND-RIE-10
IE08.07	Ethical review applied	IND-RIE-14 (added)
IE08.08	Effective veto power	IND-RIE-15 (added)
IE08.09	Public transparency	IND-RIE-16 (added)
IE09.01	Register coverage	IND-RIE-01 (related)
IE09.02	Current continuity	IND-RIE-09 (complementary)
IE09.03	Board recommendations closed on time	IND-CON-02 (related)
IE09.04	*Gate* decision time	IND-AGI-04
IE09.05	Time to production	IND-AGI-03
IE09.06	Ability to stop	IND-EMB-13 (added)
IE09.07	Concentration in the main model supplier	IND-RIE-17 (added)
IE09.08	Exit strategy	IND-RIE-11
IE09.09	Allocated AI cost	IND-COS-08 (complementary)

21.2 People, data, knowledge and operations (documents 50, 51 and 52)

Provisional code	Document	Indicator	Catalogue equivalent
PER-01	50	Coverage of the effect assessment	IND-ADO-09 (added)
PER-02	50	Literacy by profile	IND-ADO-05
PER-03	50	Qualified supervisors	IND-ADO-10 (added)
PER-04	50	Realised released capacity	IND-VAL-08
PER-05	50	Reassigned released capacity	IND-VAL-09

Provisional code	Document	Indicator	Catalogue equivalent
PER-06	50	Released capacity without a decision	IND-ADO-11 (added)
PER-07	50	Effective adoption	IND-ADO-02
PER-08	50	Prior information to workers' representatives	IND-ADO-12 (added)
PER-09	50	Human review in decisions about people	IND-ADO-13 (added)
PER-10	50	Human modification rate	IND-ADO-04 (complementary)
PER-11	50	Adverse impact ratio	IND-OPE-06 (related: difference, not ratio)
PER-12	50	Challenges to assisted decisions	IND-ADO-14 (added)
PER-13	50	Redesigned roles	IND-ADO-06
PER-14	50	Employee proposals	IND-ADO-08 (added)
PER-15	50	Perception of affected groups	IND-ADO-15 (added)
DAT-01	51	Ownership coverage	IND-DAT-01
DAT-02	51	Catalogue coverage	IND-DAT-07 (added)
DAT-03	51	Legal basis coverage	IND-DAT-03
DAT-04	51	Quality by dimension	IND-DAT-08 (added)
DAT-05	51	Critical datasets within threshold	IND-DAT-02
DAT-06	51	Lineage coverage	IND-DAT-04
DAT-07	51	G3 decisions due to data	IND-EMB-06 (related, data reason)
DAT-08	51	Retention compliance	IND-DAT-09 (added)
DAT-09	51	Incidents caused by data	IND-DAT-10 (added)
DAT-10	51	Time to data access	IND-DAT-11 (added)
DAT-11	51	Validated synthetic data	IND-DAT-12 (added)
CNC-01	51	Sources with an owner	IND-DAT-13 (added)

Provisional code	Document	Indicator	Catalogue equivalent
CNC-02	51	Currency of content	IND-DAT-05
CNC-03	51	Use of outdated content	IND-DAT-14 (added)
CNC-04	51	Faithfulness to sources	IND-OPE-08 (complementary)
CNC-05	51	Improper exposure	IND-DAT-15 (added)
CNC-06	51	Dependence on critical knowledge	IND-DAT-16 (added)
CNC-07	51	Capture coverage	IND-DAT-17 (added)
CNC-08	51	Queries without a relevant source	IND-DAT-18 (added)
OPE-01	52	Availability	IND-OPE-02
OPE-02	52	Monitoring coverage	IND-OPE-16 (added)
OPE-03	52	Mean time to detect	IND-RIE-08 (related: median, not mean)
OPE-04	52	Mean time to contain	IND-RIE-08 (related: median, not mean)
OPE-05	52	Incidents by severity	IND-RIE-07
OPE-06	52	Substantial changes without a *gate*	IND-OPE-17 (added)
OPE-07	52	Failed change rate	IND-OPE-18 (added)
OPE-08	52	Untreated drift	IND-OPE-19 (added)
OPE-09	52	Responses with unsupported statements	IND-OPE-08
OPE-10	52	Cost per transaction and variance	IND-COS-05 and IND-COS-06
OPE-11	52	Blocked agent actions	IND-OPE-20 (added)
OPE-12	52	Tested kill switch	IND-OPE-14 (related: age of the test)
OPE-13	52	Reviewed agent permissions	IND-OPE-11
OPE-14	52	R6 on time	IND-RIE-09 (complementary)
OPE-15	52	Tested rollback	IND-OPE-21 (added)
OPE-16	52	Alert noise	IND-OPE-22 (added)

Provisional code	Document	Indicator	Catalogue equivalent
OPE-17	52	Supplier versions at risk	IND-OPE-23 (added)
OPE-18	52	Cost-driven degraded mode	IND-OPE-26 (added)
OPE-19	52	Queries outside the validated scope	IND-OPE-24 (added)
OPE-20	52	Unequal responses in counterfactual pairs	IND-OPE-25 (added)
OPE-21	52	Guardrail effectiveness	IND-OPE-27 (added)
OPE-22	52	End-to-end trace coverage	IND-OPE-28 (added)
OPE-23	52	Recovery from model provider outage	IND-OPE-29 (added)

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Associated tools and templates

Name	Use in this document
Use case register (T01)	Main source: phases, events, tags, value.
Inventory · *Gate* manager (T02 · T03)	Coverage, *gates*, conditions, continuity reviews.
Risks · regulatory classifier · nonconformities and incidents · suppliers · agent security (T06 · T07 · T08 · T09 · T10)	RIE indicators and agent OPE indicators.
Value hypothesis · value tracking · costs per use case (T11 · T12 · T13)	VAL and COS indicators.
Transformation index · maturity diagnosis (T14 · T15)	TRA and MAD indicators.
Board dashboard · recommendations register (T17 · T18)	Presentation and CON indicators.
Adoption and capacity plan · corporate use monitor (T20 · T21)	ADO indicators, realisation and reassignment.
Baseline · pilot results · monitoring · value tracking (P09 · P22 · P25 · P28)	G5 thresholds and periodic measurement.

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Related documents

Document	Relationship
00 · What SEVEN-G is and how it helps companies	Measurement rules and eight transformation signals.
03 · Tools and use case register	Funnel metrics, reference time limits and sources.
10, 50, 51 and 52 · Spheres, people, data and operations	Provisional codes IE, PER, DAT, CNC and OPE (section 21).
11 · Maturity model	Criteria and level calculation.
12 · Transformation index	Signal scoring and profiles.
13 · AI thesis and risk appetite	Approval of thresholds and selection of indicators.
33 · AI risk methodology	Risk levels and bias thresholds.
35 · AI and agent security	Controls measured by the agent indicators.
40 · Value measurement rules	Official formulas F1–F10 and statuses.
42 · AI costs	Definition of recurring cost, investment and cost per unit.
43 · Benefits realisation	Use of the value indicators in tracking.
60 · Board pack	Selection of indicators for the board.

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Version control

Version	Date	Changes
0.1	16-09-2026	First version. Catalogue of 156 indicators in 13 families with code, formula, unit, source, frequency, owner, level, application and indicative threshold; Lite minimum set of 26 indicators; indicative selection for the board dashboard. Consistency adjustments with 01 (segregation of duties in Lite, R6 outcomes, agent criterion) and with 34 and 37; mapping of provisional codes from documents 10, 50, 51 and 52 (section 21). The 47 provisional indicators that had no equivalent added to the catalogue (families EMB, RIE, OPE, ADO, DAT and CLI, and new family PRO · Processes and decision-making, section 18); provisional knowledge prefix in document 51 renamed from CON- to CNC-.

Version	Date	Changes
0.1	18-09-2026	Three new operations indicators (159 in total): IND-OPE-24 queries outside the validated scope (usage drift), IND-OPE-25 unequal responses in counterfactual pairs (bias in generative AI) and IND-OPE-26 cost-driven degraded mode; correspondence with OPE-18 to OPE-20 in document 52.
0.2	01-10-2026	Three indicators of the cost of governance itself (162 in total): IND-COS-12 governance hours per use case, IND-COS-13 cost of governance over investment with targets by intensity and IND-COS-14 referenced evidence. The time of each gate is already measured by IND-AGI-04.
0.3	19-10-2026	Three operations indicators (165 in total): IND-OPE-27 guardrail effectiveness, IND-OPE-28 end-to-end trace coverage and IND-OPE-29 recovery from model provider outage; correspondence with OPE-21 to OPE-23 in document 52 (D159).