TEMPLATE P34 · MATURITY QUESTIONNAIRE AND REPORT

# Maturity questionnaire and report

Records the evidence-based answers to the 84 questions of the maturity model, calculates the level by dimension and the overall level with the rule in document 11 and structures the report for the board.

**Fernando García Varela** Version 0.1 (working draft) 19-09-2026 Draft for review

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**Why it matters.** The maturity assessment is a mandatory output of C1 and is repeated in C5 to check progress: with it, the board sets the thesis, the ambition and the risk appetite on a verified basis rather than on impressions. Without an answer sheet with evidence and verification, the level becomes a statement, the assessments of two years are not comparable and the company cannot substantiate the ten questions that support the SEVEN-G declaration of application (01 §14).

01

# Instructions for use

| Aspect | Guidance |
|---|---|
| **When it is used** | In **C1 · Diagnosis** (baseline) and in **C5 · Review** (comparison), as a verified assessment. Between cycles, the AI Office may update it as a self-assessment, with no level value (11 §7.1). Also before an independent assessment or before publicly declaring that SEVEN-G is applied. |
| **Who completes it** | The lead assessor (head of the AI Office or external assessor) with the assessment team of at least two people. Nobody assesses a dimension whose practices they lead; 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 (11 §4.2). |
| **Who verifies it** | The independent verifier (internal audit, AI Auditor or third party), with the scope in 11 §4.6. The verifier may modify answers and records the change. |

| Aspect | Guidance |
|---|---|
| **Who decides or approves** | The promoter (chair of the AI Committee) approves the scope, cut-off date and team. The AI Committee approves the report and presents it to the board or its board committee; it does not modify answers and may only request a new verification. |
| **Stage of the corporate cycle** | C1 and C5. The result is published in the board dashboard (T17) and the actions that the board asks to be tracked are added to the register of recommendations (T18). |
| **Tool** | T15 · Maturity assessment: questionnaire of 84 questions with evidence and verification, calculation in 11 §5 with the D1 and D6 cap, comparison between assessments, interview guide, printable report with the seven sections in 11 §6 and JSON and CSV export of the answers. This template is its paper or spreadsheet equivalent. |
| **Reference document** | Document 11 (maturity model): dimensions and levels (§2), text of each question and required evidence (§3), method (§4), calculation (§5), report (§6), links (§7) and targets by ambition (§8). |
| **Lite versus Enterprise** | The questionnaire and the calculation are the same. Indicative duration: three to four weeks for a Lite scope and six to eight for Enterprise (11 §4.3). With an Enterprise scope, an independent assessment should also be carried out at least every two years (11 §4.1). |

Completion rules:

- The text of each question and the required evidence are in document 11 §3; this sheet records the code, the level and the markers. Questions are not reworded: the questionnaire version is recorded in section 2 and only assessments with the same version are compared.
- Possible answers (11 §4.5): **Yes**, **Partial**, **No, no evidence**, **No, contrary evidence** and **Not applicable** (only for questions marked *if applicable*, with verified justification). **Partial counts as not met.**
- An **unanswered question is left blank and counts as "no data"**: it is never treated as met or replaced by an estimate. If the only thing preventing a higher level is blank questions, the level of the dimension is "no data" and the minimum level reached is reported.
- Only evidence that exists and is applied on the **cut-off date** counts. An interview is an indication, not evidence: a "Yes" requires triangulation (11 §4.4).
- Questions marked **§14** substantiate the declaration of application; all of them are at level 3.

02

# Identification of the assessment

| Field | Content | Guidance |
|---|---|---|
| **Company and assessed scope** | | Whole company or declared scope (units, countries, systems). |
| **Assessment identifier** | | Proposed format EM-YYYY-MM (month of the cut-off date). |
| **Assessment type** | | Self-assessment · Verified assessment · Independent assessment (11 §4.1). |
| **Point in the cycle** | | C5 · Update between cycles. (C1) |
| **Cut-off date** | | DD-MM-YYYY. It delimits the admissible evidence. |
| **Questionnaire version** | | 0.1 as long as document 11 does not change questions or levels. |
| **Promoter** | | Chair of the AI Committee. |
| **Lead assessor and team** | | Name, position and dimensions assessed by each person. |
| **Independent verifier** | | Internal audit, AI Auditor or third party. |
| **Dimension weights** | | Equal by default; if the company set others in C2, they are declared. None below 10 % or above 25 % (11 §2.3). |
| **Previous assessment used for comparison** | | Identifier, cut-off date and questionnaire version. |
| **Limitations** | | Access not granted, evidence not available, changes of scope. |

03

# Answer sheet

One row per question. **Answer**: Yes · Partial · No, no evidence · No, contrary evidence · Not applicable · blank (no data). **Evidence**: traceable reference or link (document, record or system, with author, date and version); for "Not applicable", the justification. **Verification**: Not verified · Conformant · Modified (record the original answer in the verifier note).

## 3.1 Strategy and governance (D1)

| Code | Level | Marker | Answer | Evidence | Verification | Verifier note |
|---|---|---|---|---|---|---|
| **D1.01** | 1 | | | | | |
| **D1.02** | 1 | | | | | |
| **D1.03** | 2 | | | | | |
| **D1.04** | 2 | | | | | |
| **D1.05** | 3 | §14 | | | | |
| **D1.06** | 3 | | | | | |
| **D1.07** | 3 | §14 | | | | |
| **D1.08** | 3 | §14 | | | | |
| **D1.09** | 4 | | | | | |
| **D1.10** | 4 | | | | | |
| **D1.11** | 5 | | | | | |
| **D1.12** | 5 | | | | | |
| ***(illustrative example)* D1.09** | 4 | | Partial | Minutes of the board committee for the second quarter with review of the dashboard (T17); there is no record for the first quarter. | Conformant | |

## 3.2 Value and portfolio (D2)

| Code | Level | Marker | Answer | Evidence | Verification | Verifier note |
|---|---|---|---|---|---|---|
| **D2.01** | 1 | | | | | |
| **D2.02** | 1 | | | | | |
| **D2.03** | 2 | | | | | |
| **D2.04** | 2 | | | | | |

| Code | Level | Marker | Answer | Evidence | Verification | Verifier note |
|---|---|---|---|---|---|---|
| **D2.05** | 3 | §14 | | | | |
| **D2.06** | 3 | §14 | | | | |
| **D2.07** | 3 | | | | | |
| **D2.08** | 3 | | | | | |
| **D2.09** | 4 | | | | | |
| **D2.10** | 4 | | | | | |
| **D2.11** | 5 | | | | | |
| **D2.12** | 5 | | | | | |

## 3.3 Data and knowledge (D3)

| Code | Level | Marker | Answer | Evidence | Verification | Verifier note |
|---|---|---|---|---|---|---|
| **D3.01** | 1 | | | | | |
| **D3.02** | 1 | | | | | |
| **D3.03** | 2 | | | | | |
| **D3.04** | 2 | | | | | |
| **D3.05** | 3 | | | | | |
| **D3.06** | 3 | | | | | |
| **D3.07** | 3 | | | | | |
| **D3.08** | 3 | if applicable | | | | |
| **D3.09** | 4 | | | | | |
| **D3.10** | 4 | | | | | |
| **D3.11** | 5 | | | | | |
| **D3.12** | 5 | | | | | |

## 3.4 Technology and operations (D4)

| Code | Level | Marker | Answer | Evidence | Verification | Verifier note |
|---|---|---|---|---|---|---|
| **D4.01** | 1 | | | | | |
| **D4.02** | 1 | | | | | |
| **D4.03** | 2 | | | | | |
| **D4.04** | 2 | | | | | |
| **D4.05** | 3 | | | | | |
| **D4.06** | 3 | | | | | |
| **D4.07** | 3 | §14 | | | | |
| **D4.08** | 3 | if applicable | | | | |
| **D4.09** | 4 | | | | | |
| **D4.10** | 4 | | | | | |
| **D4.11** | 5 | | | | | |
| **D4.12** | 5 | | | | | |

## 3.5 People and adoption (D5)

| Code | Level | Marker | Answer | Evidence | Verification | Verifier note |
|---|---|---|---|---|---|---|
| **D5.01** | 1 | | | | | |
| **D5.02** | 1 | | | | | |
| **D5.03** | 2 | | | | | |
| **D5.04** | 2 | | | | | |
| **D5.05** | 3 | | | | | |
| **D5.06** | 3 | | | | | |
| **D5.07** | 3 | | | | | |

| Code | Level | Marker | Answer | Evidence | Verification | Verifier note |
|---|---|---|---|---|---|---|
| **D5.08** | 3 | | | | | |
| **D5.09** | 4 | | | | | |
| **D5.10** | 4 | | | | | |
| **D5.11** | 5 | | | | | |
| **D5.12** | 5 | | | | | |

## 3.6 Risk, security and compliance (D6)

| Code | Level | Marker | Answer | Evidence | Verification | Verifier note |
|---|---|---|---|---|---|---|
| **D6.01** | 1 | | | | | |
| **D6.02** | 1 | | | | | |
| **D6.03** | 2 | | | | | |
| **D6.04** | 2 | | | | | |
| **D6.05** | 3 | §14 | | | | |
| **D6.06** | 3 | | | | | |
| **D6.07** | 3 | §14 | | | | |
| **D6.08** | 3 | if applicable, for the agents part | | | | |
| **D6.09** | 4 | | | | | |
| **D6.10** | 4 | | | | | |
| **D6.11** | 5 | | | | | |
| **D6.12** | 5 | | | | | |
| ***(illustrative example)*** **D6.03** | 2 | | Partial | T02 inventory with the in-house systems and four third-party systems. | Modified | Original answer: Yes. The inventory does not include corporate use of general-purpose AI. |

### 3.7 Measurement and evidence (D7)

| Code | Level | Marker | Answer | Evidence | Verification | Verifier note |
|---|---|---|---|---|---|---|
| **D7.01** | 1 | | | | | |
| **D7.02** | 1 | | | | | |
| **D7.03** | 2 | | | | | |
| **D7.04** | 2 | | | | | |
| **D7.05** | 3 | §14 | | | | |
| **D7.06** | 3 | §14 | | | | |
| **D7.07** | 3 | | | | | |
| **D7.08** | 3 | | | | | |
| **D7.09** | 4 | | | | | |
| **D7.10** | 4 | | | | | |
| **D7.11** | 5 | | | | | |
| **D7.12** | 5 | | | | | |

04

# Interviews and samples

## 4.1 Interviews by role

At least two interviews per dimension, with people from different functions; 45–60 minute script (11 §4.4). Answers are anonymised by role.

| Role interviewed | Dimensions | Date | Evidence located |
|---|---|---|---|
| | | | |
| ***(illustrative example)* Data Protection Officer** | D3, D6 | 08-06-2026 | Register of impact assessments; sample of P11. |

## 4.2 Samples

Minimum size (11 §4.6): population of 1–5, all; 6–20, 5; 21–60, 8; more than 60, 12. The sample is stratified and is selected by the assessment team, not by the assessed area.

| Questions | Population | Minimum size | Size | Selection and stratification |
|---|---|---|---|---|
| ***(illustrative example)*** **D1.08, D2.05, D2.06, D2.08** | 22 active use cases | 8 | 8 | Two Enterprise, three in production, two Augment, one third-party and one generative AI. |

## 4.3 Independent verification

| Minimum scope (11 §4.6) | Reviewed | Result |
|---|---|---|
| **All "Yes" answers in D1 and D6** | | Met · Not met |
| **All §14 questions** | | Met · Not met |
| **At least 25 % of the other "Yes" answers** | % | Met · Not met |

05

# Calculation

## 5.1 Level by dimension

**Level = N**, the highest level for which all questions at levels 1 to N are "Yes" or "Not applicable" (11 §5.1). **Progress** to the next level = (Yes + 0.5 × Partial) ÷ applicable questions at level N + 1, as a percentage (11 §5.2). **Blocking criteria**: questions at levels 1 to N + 1 that are neither "Yes" nor "Not applicable". **Criteria met in advance**: questions at levels above N that are "Yes"; they do not raise the level.

| Dimension | Pending L1 | L2 | L3 | L4 | L5 | No data | Level | Progress | Blocking criteria | Criteria met in advance |
|---|---|---|---|---|---|---|---|---|---|---|
| **Strategy and governance** (D1) | | | | | | | | | | |
| **Value and portfolio** (D2) | | | | | | | | | | |

| Dimension | Pending L1 | L2 | L3 | L4 | L5 | No data | Level | Progress | Blocking criteria | Criteria met in advance |
|---|---|---|---|---|---|---|---|---|---|---|
| **Data and knowledge** (D3) | | | | | | | | | | |
| **Technology and operations** (D4) | | | | | | | | | | |
| **People and adoption** (D5) | | | | | | | | | | |
| **Risk, security and compliance** (D6) | | | | | | | | | | |
| **Measurement and evidence** (D7) | | | | | | | | | | |

"Pending Ln" is the number of questions at level n that are neither "Yes" nor "Not applicable".

## 5.2 Spreadsheet formulas

With the answer sheet in columns (B = level, D = answer) and a named range per dimension (for example, `lev_D1` and `ans_D1`):

- Pending at level n: `=COUNTIFS(lev_D1,n)-COUNTIFS(lev_D1,n,ans_D1,"Yes")-COUNTIFS(lev_D1,n,ans_D1,"Not applicable")`.
- Dimension level, with the pending counts in P1 to P5: `=IF(P1>0,0,IF(P2>0,1,IF(P3>0,2,IF(P4>0,3,IF(P5>0,4,5)))))`. If all the pending questions at the next level are blank, record "no data" and the level obtained as the minimum.
- Progress, with the level in N: `=(COUNTIFS(lev_D1,N+1,ans_D1,"Yes")+0.5*COUNTIFS(lev_D1,N+1,ans_D1,"Partial"))/(COUNTIF(lev_D1,N+1)-COUNTIFS(lev_D1,N+1,ans_D1,"Not applicable"))`.
- Overall level, with the levels in `levels`, the weights in `weights` and the D1 and D6 levels in `lD1` and `lD6`: `=MIN(ROUNDDOWN(ROUND(SUMPRODUCT(weights,levels)/SUM(weights),2),0),MIN(lD1,lD6)+1)`.

## 5.3 Overall level

| Dimension | Weight | Level |
|---|---|---|
| **Strategy and governance** (D1) | | |
| **Value and portfolio** (D2) | | |

| Dimension | Weight | Level |
|---|---|---|
| **Data and knowledge** (D3) | | |
| **Technology and operations** (D4) | | |
| **People and adoption** (D5) | | |
| **Risk, security and compliance** (D6) | | |
| **Measurement and evidence** (D7) | | |

| Step (11 §5.3) | Result | Guidance |
|---|---|---|
| **1. Weighted average** | | Σ (weight × level) ÷ Σ weights, to two decimal places. |
| **2. Rounding down** | | To the lower whole number. |
| **3. Cap** | | min (D1 level, D6 level) + 1. |
| **4. Overall level** | | min (step 2, step 3). |
| **Has the cap been applied?** | | Yes, because of D1 · Yes, because of D6 · No. |
| ***(illustrative example, 11 §9)*** | 3.00 → 3; cap min (3, 1) + 1 = 2 | Overall level 2, with the cap applied because of D6. |

06

# Maturity report

Structure in 11 §6. T15 generates it from the answer sheet; on paper it is completed with these blocks.

## 6.1 Summary for the board (one page maximum)

| Field | Content | Guidance |
|---|---|---|
| **Overall level and level by dimension** | | Table in section 5.3 with the progress of each dimension. |
| **D1 or D6 cap** | | Whether it has been applied and because of which dimension. |
| **Three key messages** | 1. 2. 3. | Overall result; strengths; main gap with its blocking criteria. |

| Field | Content | Guidance |
|---|---|---|
| **Status of the declaration of application** | | Possible only if the ten §14 questions are "Yes" in a verified assessment (11 §7.3). |

## 6.2 Scope and method

| Field | Content | Guidance |
|---|---|---|
| **Scope, assessment type and cut-off date** | | From section 2. |
| **Questionnaire version and weights** | | |
| **Team and verifier** | | With the dimensions assessed by each person. |
| **Interviews by role and sample sizes** | | Summary of section 4. |
| **Limitations** | | |

## 6.3 Results by dimension

| Dimension | Level | Progress | Blocking criteria | Criteria met in advance | Strengths and gaps, with reference to the evidence |
|---|---|---|---|---|---|
| **Strategy and governance** (D1) | | | | | |
| **Value and portfolio** (D2) | | | | | |
| **Data and knowledge** (D3) | | | | | |
| **Technology and operations** (D4) | | | | | |
| **People and adoption** (D5) | | | | | |
| **Risk, security and compliance** (D6) | | | | | |
| **Measurement and evidence** (D7) | | | | | |

## 6.4 Cross-reading

| Field | Content | Guidance |
|---|---|---|
| **Transformation index profile** | | Result of document 12 (T14) at the same cut-off date, if available. |
| **Applicable reading** | | Situations in 11 §7.2: maturity 3 or higher with efficiency at scale; transformation under way with D7 below 2; Transform bets with D1 or D6 below 2 (escalated to the board); high maturity with scattered exploration. |
| **§14 questions** | | D1.05, D1.07, D1.08, D2.05, D2.06, D4.07, D6.05, D6.07, D7.05 and D7.06, with their answer. |

## 6.5 Comparison

| Dimension | Previous assessment | This assessment | Change | Questions whose answer changes |
|---|---|---|---|---|
| | | | | |

Only if the previous assessment is verified and has the same questionnaire version or a correspondence table. If the weights do not match, the comparison of the overall level is not like-for-like.

## 6.6 Targets and improvement plan

| Dimension | Current level | Target set in C2 | Horizon |
|---|---|---|---|
| | | | 12 · 24 months |

The reference targets by ambition are in 11 §8; level 5 is not a default target.

| Code | Dimension | Action | Owner | Deadline | Closure criterion | Tracked in T18 |
|---|---|---|---|---|---|---|
| **AM-YYYY-NN** | | | | | | Yes · No |
| ***(illustrative example)* AM-2026-01** | D6 | Complete the inventory with third-party systems and corporate use of general-purpose AI, with a completeness statement by area. | AI Risk Owner | 31-10-2026 | D6.03 and D6.05 verified as "Yes". | Yes |

### 6.7 Annexes

- Complete answer sheet (section 3), with evidence.
- Samples and interviews by role (section 4).
- Verifier adjustments: question, original answer, final answer and reason.

07

# Quality criteria

| # | Check | Status |
|---|---|---|
| **1** | Each "Yes" has valid evidence: it exists, is traceable, approved and current, shows application and predates the cut-off date (11 §4.5). | Met · Not met · Not applicable · Pending |
| **2** | No blank question has been counted as met or estimated: it is shown as no data. | |
| **3** | "Not applicable" only for questions marked *if applicable* and with verified justification. | |
| **4** | Each dimension has at least two interviews from different functions and nobody has assessed a dimension whose practices they lead. | |
| **5** | The samples have the minimum size, are stratified and were selected by the assessment team. | |
| **6** | The verifier reviewed all "Yes" answers in D1 and D6, all §14 questions and at least 25 % of the other "Yes" answers. | |
| **7** | Level by dimension and overall level calculated with the rule in 11 §5; the report states whether the D1 or D6 cap was applied. | |
| **8** | The weights are declared, between 10 % and 25 %, and match those of the assessment used for comparison. | |
| **9** | The comparison only uses verified assessments with the same questionnaire version. | |
| **Sphere map and ambition levels** (10) | Each improvement action has an owner, a deadline and a closure criterion; those requested by the board are in T18. | |

08

# Approval and verification

| Function | Role in SEVEN-G | Name and position | Date | Signature or reference |
|---|---|---|---|---|
| **Approves scope, cut-off date and team** | Promoter (chair of the AI Committee) | | | |
| **Leads the assessment and drafts the report** | Lead assessor (AI Office or external assessor) | | | |
| **Verifies** | Independent verifier (internal audit, AI Auditor or third party) | | | |
| **Approves the report** | AI Committee | | | |
| **Receives the report** | Board or its board committee | | | |

Segregation of duties: whoever is accountable for a dimension does not assess it; the verifier has not taken part in the assessment being verified; the AI Committee approves the report but does not modify answers.

09

# Version control

### Completed document

| Version | Date | Author | Changes |
|---|---|---|---|
| | | | |

### Template

| Version | Date | Changes |
|---|---|---|
| **0.1** | 19-09-2026 | First version. Answer sheet for the 84 questions of document 11 (questionnaire version 0.1), interviews, samples, verification, calculation with spreadsheet formulas and report with the seven sections in 11 §6. Paper equivalent of T15. |