KPI COCKPIT · MANUFACTURING

KPI Guidebook

Every KPI: what it answers, how it is calculated, its rules, and how to act on it.

Safety · Quality · Performance · Cost · Sustainability · E2E Excellence

21 KPIs
in 6 areas

One definition each
the same in the app and on paper

Edition
November 2026

How to read a KPI card

Each KPI has one page, laid out the same way, so a number on a management slide can be traced back to how it is defined and measured.

1 Area, code and direction

The area band and colour, the KPI's code (for example MFG-PRF-01), and whether higher or lower is better.

2 The business question

The one question this KPI answers for management.

3 Facts

Unit, reporting rhythm, target, owner and data source. Items still to be agreed are shown in grey italics.

4 Formula

The exact calculation, with its numerator and denominator, as the KPI Cockpit computes it.

5 Purpose, scope and rules

Why the KPI exists and what counts or is excluded.

6 How to read it and act

What a change means and what to do about it, plus the data-quality control before the month is closed.

↑ Higher is better ↓ Lower is better ↔ Read with context Safety Quality Performance Cost Sustainability E2E Excellence

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LTI - Lost Time Injury

Lower is better | Target: Zero

THE BUSINESS QUESTION

To measure the number of work-related injuries that result in lost working time, and to monitor the effectiveness of safety controls in preventing serious incidents.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
LTI: Count LTIR: Rate per million hours	Immediate when incident occurs (Operational) Weekly review (Tactical) Monthly trend (Strategic)	Zero LTI	HSE team	HSE incident reports Safety Management System

Formula

```
LTI = Number of injuries resulting in at least one full lost workday
LTIR = (Number of LTIs × 1,000,000) ÷ Total hours worked
```

Purpose

To measure the number of work-related injuries that result in lost working time, and to monitor the effectiveness of safety controls in preventing serious incidents.

Scope & rules

Apply the organization's approved incident classification and lost-day rules consistently. LTIR requires a validated total-hours-worked denominator for the same reporting period.

How to read it and act

Any LTI requires investigation, root-cause analysis and corrective action. Use LTIR when exposure-normalized comparison is needed.

DATA QUALITY CHECK

Reconcile the reported value to the authoritative source before period closure.

VERSION / EFFECTIVE DATE

To be defined

REVIEW / ESCALATION

Reviewer and escalation rule to be defined.

BOS – Behavior-based Observation of Safety

↑ Meet or exceed agreed target

THE BUSINESS QUESTION

To proactively identify unsafe behaviors and reinforce safe practices through regular observation and feedback.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
Count / completion vs target	Daily / Weekly / Monthly	Defined observations per person / department / month	HSE framework owner Employees / Supervisors execution	HSE reports

Formula

```
BOS = Number of valid safety behavior observations completed in the defined period
```

Purpose

To proactively identify unsafe behaviors and reinforce safe practices through regular observation and feedback.

Scope & rules

Count only observations meeting the approved BOS process. Keep population, target and period consistent when comparing areas.

How to read it and act

Use both completion and recurring observation themes. Volume alone does not demonstrate a strong safety culture.

DATA QUALITY CHECK

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VERSION / EFFECTIVE DATE

To be defined

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Near Miss

Encourage reporting; reduce recurring risk

THE BUSINESS QUESTION

To capture unplanned events that did not result in injury or damage but had the potential to do so, enabling preventive action before an incident occurs.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
Count / reporting rate	Immediate / Weekly / Monthly	*Internal target to be defined*	HSE | Area Management	HSE reports

Formula

```
Near Miss = Number of validated near-miss events reported in the defined period
```

Purpose

To capture unplanned events that did not result in injury or damage but had the potential to do so, enabling preventive action before an incident occurs.

Scope & rules

Use the approved near-miss definition and validation process. Consider tracking closure quality and recurrence in addition to raw count.

How to read it and act

A higher reporting count can initially indicate stronger reporting culture, not worse safety. Focus on risk severity, recurring themes and action closure.

DATA QUALITY CHECK

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VERSION / EFFECTIVE DATE

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RFT - Right First Time

↑ Higher is better

THE BUSINESS QUESTION

To measure the percentage of production that meets defined quality requirements the first time, without rework, reprocessing or correction.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
%	Daily / Weekly / Monthly	Internal target by product / technology	Quality | Production	Quality records | Production system

Formula

```
RFT (%) = Quantity accepted right first time ÷ Total quantity produced × 100
```

Purpose

To measure the percentage of production that meets defined quality requirements the first time, without rework, reprocessing or correction.

Scope & rules

Define precisely what qualifies as first-time acceptance and how rework/reprocess quantities are treated.

How to read it and act

Falling RFT indicates process instability or quality loss. Drill into defect type, line, product and process step.

DATA QUALITY CHECK

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CPMU

Lower is better

THE BUSINESS QUESTION

Monitor customer complaints relative to sold products, so quality performance can be compared across periods and volumes.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
Complaints per million units	Monthly	*Internal target to be defined*	Quality | Customer Quality	Complaint management system

Formula

```
Working formula: CPMU =

Number of valid customer complaints ÷ Units sold × 1,000,000
```

Purpose

Monitor customer complaints relative to sold volume so quality performance can be compared across periods and volumes.

Scope & rules

Internal validation required: confirm whether CPMU means Complaints per Million Units, which complaint classes are included, and whether the denominator is produced, shipped or sold units.

How to read it and act

Use the metric to identify complaint trends independent of business volume; segment by complaint category, product, SKU and production line.

DATA QUALITY CHECK

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VERSION / EFFECTIVE DATE

To be defined

REVIEW / ESCALATION

Reviewer and escalation rule to be defined.

Behavior-Based Quality (BBQ)

↑ Higher is better

THE BUSINESS QUESTION

To reinforce quality-critical behaviors and routines by observing how standards are applied in day-to-day work and providing immediate feedback.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
% compliance / observation count	Daily / Weekly / Monthly	*Internal target to be defined*	Quality framework owner | Operations execution	Quality observation / audit records

Formula

```
Working formula: BBQ compliance (%) =

Compliant quality-behavior observations ÷ Total valid observations × 100
```

Purpose

To reinforce quality-critical behaviors and routines by observing how standards are applied in day-to-day work and providing immediate feedback.

Scope & rules

Internal validation required: confirm Juhayna's BBQ framework, observation checklist, scoring logic, minimum observation frequency and treatment of critical behaviors.

How to read it and act

Use BBQ as a leading indicator. Repeated behavioral gaps should trigger coaching, standard clarification or process correction before product defects occur.

DATA QUALITY CHECK

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VERSION / EFFECTIVE DATE

To be defined

REVIEW / ESCALATION

Reviewer and escalation rule to be defined.

COPQ (Cost of Poor Quality)

Lower is better

THE BUSINESS QUESTION

To quantify the financial impact of quality failures, including internal and external failure costs, and prioritize improvement opportunities.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
Currency | % of agreed cost base	Monthly	Internal target / annual reduction target	Quality | Manufacturing	Quality loss records | Claims / complaint records

Formula

```
COPQ = Agreed internal failure costs + Agreed external failure costs
Optional: COPQ % = COPQ ÷ Relevant sales or manufacturing cost base × 100
```

Purpose

To quantify the financial impact of quality failures, including internal and external failure costs, and prioritize improvement opportunities.

Scope & rules

Define the approved COPQ cost elements: scrap, rework/reprocess, holds, disposal, returns, claims, recall and other failure costs. Avoid double counting with manufacturing cost KPIs.

How to read it and act

Use COPQ to translate quality loss into financial impact and prioritize the largest loss buckets.

DATA QUALITY CHECK

Reconcile reported value to the authoritative source before period closure.

VERSION / EFFECTIVE DATE

To be defined

REVIEW / ESCALATION

Reviewer and escalation rule to be defined.

GMP Score

↑ Higher is better

THE BUSINESS QUESTION

To measure compliance with Good Manufacturing Practices and identify systemic gaps in hygiene, handling, facility and process discipline.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
%	Weekly / Monthly / Audit cadence	*Internal target to be defined*	Quality | Manufacturing	GMP audit checklist / audit system

Formula

```
GMP Score (%) = Points achieved ÷ Total applicable audit points × 100
```

Purpose

To measure compliance with Good Manufacturing Practices and identify systemic gaps in hygiene, handling, facility and process discipline.

Scope & rules

Use a controlled audit checklist, scoring scale and treatment of non-applicable items. Critical findings may require separate escalation regardless of total score.

How to read it and act

Use the score with finding severity and closure status; a high average score should not hide a critical non-conformity.

DATA QUALITY CHECK

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VERSION / EFFECTIVE DATE

To be defined

REVIEW / ESCALATION

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Recall Incidents

Lower is better | Target: Zero

THE BUSINESS QUESTION

To monitor product recall events and protect consumers, regulatory compliance and brand integrity.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
Count	Immediate / Monthly trend	Zero	Quality / Food Safety | Supply Leadership	Recall / incident management records

Formula

```
Recall Incidents = Number of confirmed recall events in the reporting period
```

Purpose

To monitor product recall events and protect consumers, regulatory compliance and brand integrity.

Scope & rules

Use the organization's approved recall classification and distinguish recall, withdrawal and market action where required.

How to read it and act

Every confirmed recall requires immediate escalation, containment, traceability, root-cause investigation and corrective action.

DATA QUALITY CHECK

Reconcile reported value to the authoritative source before period closure.

VERSION / EFFECTIVE DATE

To be defined

REVIEW / ESCALATION

Reviewer and escalation rule to be defined.

OEE - Overall Equipment Effectiveness

↑ Higher is better

THE BUSINESS QUESTION

To measure effectively manufacturing equipment is utilized against planned productive potential through availability, performance and quality.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
%	Daily / Shift / Weekly / Monthly	World-class reference ≥85% | Internal target by line / technology	Production	Production logs | Line monitoring

Formula

```
OEE = Availability × Performance × Quality
```

COMPONENT LOGIC

Availability
`Run Time ÷ Planned Production Time`

Performance
`Actual Output ÷ Theoretical Output during Run Time`

Quality
`Good Output ÷ Total Output`

Purpose

To measure how effectively manufacturing equipment is utilized against planned productive potential through availability, performance and quality.

Scope & rules

Document planned-time exclusions, rated speed, good-output definition and aggregation method before cross-line or cross-plant comparison.

How to read it and act

When OEE changes, identify the component responsible, then drill into the relevant loss category.

DATA QUALITY CHECK

Reconcile reported value to the authoritative source before period closure.

VERSION / EFFECTIVE DATE

To be defined

REVIEW / ESCALATION

Reviewer and escalation rule to be defined.

Production Plan Adherence

↑ Higher is better

THE BUSINESS QUESTION

To measure how closely actual production execution follows the approved production plan for the defined period.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
%	Daily / Weekly / Monthly	*Internal target to be defined*	Production | Supply Planning	Production plan | ERP

Formula

```
Plan Adherence (%) =

Production orders / planned quantity completed as scheduled ÷ Total planned orders / quantity × 100
```

Purpose

To measure how closely actual production execution follows the approved production plan for the defined period.

Scope & rules

Confirm whether adherence is measured by quantity, orders, SKU sequence, timing window, or a composite rule. Freeze-point and approved plan changes must be defined.

How to read it and act

Low adherence can signal breakdowns, material shortages, labor constraints, quality holds or planning instability. Analyze reason codes.

DATA QUALITY CHECK

Reconcile reported value to the authoritative source before period closure.

VERSION / EFFECTIVE DATE

To be defined

REVIEW / ESCALATION

Reviewer and escalation rule to be defined.

Closing Orders

↑ Higher is better | Overdue orders ↓

THE BUSINESS QUESTION

Measure timely and accurate technical/system closure of completed production orders so inventory, consumption and cost postings remain current.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
% / count overdue	Daily / Weekly / Monthly	*Internal target / closure SLA to be defined*	Production | Controlling	ERP production orders

Formula

```
Working formula: Closing Orders (%) =

Production orders closed within agreed time ÷ Production orders due for closure × 100
```

Purpose

Measure timely and accurate technical/system closure of completed production orders so inventory, consumption and cost postings remain current.

Scope & rules

Confirm the required closure steps, due-time SLA and exclusions for legitimately open orders.

How to read it and act

Overdue orders can delay inventory accuracy, variance recognition and period closing. Track aging and root causes.

DATA QUALITY CHECK

Reconcile reported value to the authoritative source before period closure.

VERSION / EFFECTIVE DATE

To be defined

REVIEW / ESCALATION

Reviewer and escalation rule to be defined.

MTTR - Mean Time to Repair

Lower is better

THE BUSINESS QUESTION

To measure the average time required to restore failed equipment to operating condition and indicate maintenance responsiveness / maintainability.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
Time (minutes / hours)	Weekly / Monthly	Internal target by asset class	Maintenance	Maintenance work orders | Downtime records

Formula

```
MTTR =

Total repair / restoration time for relevant failures ÷ Number of relevant repair events
```

Purpose

To measure the average time required to restore failed equipment to operating condition and indicate maintenance responsiveness / maintainability.

Scope & rules

Define which failure events and time components are included (diagnosis, waiting, repair, testing). Use consistent start/stop timestamps.

How to read it and act

High MTTR can indicate poor troubleshooting, spare-part delays, access constraints or repair complexity. Segment by asset and failure mode.

DATA QUALITY CHECK

Reconcile reported value to the authoritative source before period closure.

VERSION / EFFECTIVE DATE

To be defined

REVIEW / ESCALATION

Reviewer and escalation rule to be defined.

MTBF - Mean Time Between Failures

↑ Higher is better

THE BUSINESS QUESTION

To measure average operating time between relevant equipment failures and indicate asset reliability.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
Time (hours)	Weekly / Monthly	Internal target by asset class	Maintenance	Equipment runtime

Formula

```
MTBF = Total operating time ÷ Number of relevant failures
```

Purpose

To measure average operating time between relevant equipment failures and indicate asset reliability.

Scope & rules

Define failure criteria and operating-time basis consistently. Planned stops should not be counted as failures.

How to read it and act

Rising MTBF generally indicates improving reliability. Analyze recurring failure modes when MTBF falls.

DATA QUALITY CHECK

Reconcile reported value to the authoritative source before period closure.

VERSION / EFFECTIVE DATE

To be defined

REVIEW / ESCALATION

Reviewer and escalation rule to be defined.

ME without Depreciation

↓ Lower vs comparable target, while protecting output & quality

THE BUSINESS QUESTION

Monitor controllable manufacturing expense excluding depreciation to understand operating cost performance independent of non-cash asset depreciation.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
Currency | Currency per unit / ton	Monthly	Budget / forecast target	Manufacturing | Finance / Controlling	ERP / Finance actuals | Production volume

Formula

```
ME excl. Depreciation =

(Total Manufacturing Expense – Depreciation) ÷ Production volume
```

Purpose

Monitor controllable manufacturing expense excluding depreciation to understand operating cost performance independent of non-cash asset depreciation.

Scope & rules

Confirm the Manufacturing Expense account scope, treatment of labor/maintenance/utilities/overheads, production-volume basis and whether the official KPI is absolute or specific cost.

How to read it and act

Analyze variance versus budget and volume-adjusted expectation by cost bucket. Avoid cost reduction that shifts losses into quality, reliability or service.

DATA QUALITY CHECK

Reconcile reported value to the authoritative source before period closure.

VERSION / EFFECTIVE DATE

To be defined

REVIEW / ESCALATION

Reviewer and escalation rule to be defined.

Scrap & Reprocess

↓ Lower is better

THE BUSINESS QUESTION

To quantify material/product losses caused by scrap and reprocessing and drive reduction of avoidable manufacturing waste.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
% | quantity | currency	Daily / Weekly / Monthly	Internal target by product / process	Production | Quality | Finance	Production / quality loss records | ERP

Formula

```
Working options:
Scrap % = Scrap quantity ÷ Relevant input or production quantity × 100
Reprocess % = Reprocessed quantity ÷ Total production quantity × 100
Cost = Scrap & reprocess quantity × approved valuation
```

Purpose

To quantify material/product losses caused by scrap and reprocessing and drive reduction of avoidable manufacturing waste.

Scope & rules

Internal validation required: confirm denominator, valuation logic, treatment of recoverable rework versus scrap, and whether the official KPI combines or separates scrap and reprocess.

How to read it and act

Trend by product, line and loss reason. Separate physical loss from recoverable reprocess where this changes economic impact.

DATA QUALITY CHECK

Reconcile reported value to the authoritative source before period closure.

VERSION / EFFECTIVE DATE

To be defined

REVIEW / ESCALATION

Reviewer and escalation rule to be defined.

MUV - Material Usage Variance

↓ Unfavorable variance is better

THE BUSINESS QUESTION

To measure the financial impact of using more or less material than the standard quantity allowed for actual production output.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
Currency | Currency per unit / ton	Daily / Monthly	Budget / standard; unfavorable variance minimized	Manufacturing | Finance / Controlling	ERP material consumption | BOM / standard cost | Production actuals

Formula

```
MUV =
(Actual material quantity used - Standard quantity allowed for actual output) × Standard material price
```

Purpose

To measure the financial impact of using more or less material than the standard quantity allowed for actual production output.

Scope & rules

Confirm sign convention, standard-price source, BOM version, yield treatment and which materials are included. Separate price variance from usage variance.

How to read it and act

Unfavorable MUV may indicate yield loss, giveaway, process instability, inaccurate BOM/standards or posting issues. Analyze by material and product.

DATA QUALITY CHECK

Reconcile reported value to the authoritative source before period closure.

VERSION / EFFECTIVE DATE

To be defined

REVIEW / ESCALATION

Reviewer and escalation rule to be defined.

Electricity SC (Specific Consumption)

Lower is better, within process requirements

THE BUSINESS QUESTION

To measure electricity consumed per unit of production and track energy efficiency independent of production volume.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
kWh per ton / unit (confirm basis)	Daily / Monthly	Internal target by plant / technology	Manufacturing / Utilities | Sustainability	Utility meters / energy system | Production actuals

Formula

```
Electricity SC = Electricity consumed ÷ Agreed production volume
```

Purpose

To measure electricity consumed per unit of production and track energy efficiency independent of production volume.

Scope & rules

Confirm meter boundary, production denominator, treatment of non-production consumption and conversion factors. Use consistent product/volume basis.

How to read it and act

Analyze against volume, product mix, seasonality and major equipment loads. A change may reflect operating conditions, not only efficiency.

Common Mistakes

Comparing sites with different boundaries; ignoring base load; denominator mismatch; unvalidated meters.

Related KPIs

Gas SC • Water SC • ME • Carbon / Energy indicators

DATA QUALITY CHECK Reconcile reported value to the authoritative source before period closure.

VERSION / EFFECTIVE DATE

REVIEW / ESCALATION Reviewer and escalation rule to be defined.

Water SC (Specific Consumption)

Lower is better, within hygiene & process requirements

THE BUSINESS QUESTION

To measure water consumed per unit of production and track water-use efficiency.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
m³ per ton / unit (confirm basis)	Daily / Monthly	Internal target by plant / technology	Manufacturing / Utilities | Sustainability	Water meters | Utility system | Production actuals

Formula

```
Water SC = Water consumed ÷ Agreed production volume
```

Purpose

To measure water consumed per unit of production and track water-use efficiency.

Scope & rules

Confirm meter boundary, source types, reuse/recycle treatment, production denominator and whether sanitation/CIP consumption is included.

How to read it and act

Trend with production volume, cleaning cycles, leaks and process demand. Efficiency actions must not compromise food safety or cleaning standards.

Common Mistakes

Different site boundaries; ignoring leaks/base load; denominator mismatch; reducing water at the expense of cleaning compliance.

Related KPIs

Cleaning Standards • Electricity SC • Gas SC • ME

DATA QUALITY CHECK Reconcile reported value to the authoritative source before period closure.

VERSION / EFFECTIVE DATE

REVIEW / ESCALATION Reviewer and escalation rule to be defined.

Gas SC (Specific Consumption)

Lower is better, within process requirements

THE BUSINESS QUESTION

To measure gas consumed per unit of production and track thermal-energy efficiency.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
Nm³ per ton / unit or energy-equivalent basis (confirm)	Daily / Monthly	Internal target by plant / technology	Manufacturing / Utilities | Sustainability	Gas meters | Utility system | Production actuals

Formula

```
Gas SC = Gas consumed ÷ Agreed production volume
```

Purpose

To measure gas consumed per unit of production and track thermal-energy efficiency.

Scope & rules

Confirm gas meter boundary, standard-volume/energy conversion, production denominator and allocation where utilities serve multiple areas.

How to read it and act

Analyze boiler/thermal efficiency, production mix, startup/shutdown patterns and steam demand when the KPI moves.

Common Mistakes

Comparing raw volume without correcting basis where needed; shared-utility allocation errors; denominator mismatch.

Related KPIs

Electricity SC • Water SC • ME • Thermal Efficiency

DATA QUALITY CHECK Reconcile reported value to the authoritative source before period closure.

VERSION / EFFECTIVE DATE

REVIEW / ESCALATION Reviewer and escalation rule to be defined.

5S Average Target

↑ Higher is better

THE BUSINESS QUESTION

To measure workplace organization and adherence to 5S standards, supporting safety, quality, efficiency and visual management.

UNIT	REPORTING	TARGET	PRIMARY OWNER	DATA SOURCE
%	Weekly / Monthly	*Internal average target to be defined*	Manufacturing / E2E Excellence | Area Owners	5S audit checklist / excellence system

Formula

```
5S Average Score (%) =

Total achieved audit points ÷ Total applicable audit points × 100
or average of approved area 5S scores
```

Purpose

To measure workplace organization and adherence to 5S standards, supporting safety, quality, efficiency and visual management.

Scope & rules

Use one controlled 5S checklist and scoring method. Define weighting, treatment of non-applicable questions, area coverage and minimum audit frequency.

How to read it and act

Use the average score together with recurring findings and action closure. The aim is sustained workplace discipline, not audit preparation.

Common Mistakes

Averaging incomparable checklists; hiding low-performing areas in a plant average; inconsistent audit rigor.

Related KPIs

GMP Score • Safety observations • Action Closure • Visual Management

DATA QUALITY CHECK Reconcile reported value to the authoritative source before period closure.

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REVIEW / ESCALATION Reviewer and escalation rule to be defined.