

## APPENDIX D – MISCONDUCT-SANCTION MATRIX

| Category of Breach               | Definition                                                                                                                                                                                                                                                            | Key Items / Examples                                                                                                                                                                                                                                                                                                                                                                                               | Sanction Level | Possible Sanctions                                                                                                                                                                                                    |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>LEVEL 1 – MINOR BREACH</b>    | An act of unprofessionalism that does not result in significant harm to individuals, the organization, or their reputation but undermines ethical standards or shows disregard for expected professional conduct. Usually correctable through guidance and education. | <ul style="list-style-type: none"> <li>i. <b>Rude behavior &amp; discourtesy</b> – impolite or disrespectful verbal/written communication.</li> <li>ii. <b>Delayed reporting of non-critical issues</b> – failure to report errors or irregularities that pose no immediate risk.</li> <li>iii. <b>Unintentional breach of etiquette or protocol</b> – accidental failure to follow professional norms.</li> </ul> | <b>Level 1</b> | <ul style="list-style-type: none"> <li>• Written warning</li> <li>• Ethics coaching or counseling session</li> <li>• Behavioral monitoring</li> </ul>                                                                 |
| <b>LEVEL 2 – MODERATE BREACH</b> | Misconduct demonstrating disregard for ethical and professional standards, with potential reputational or operational risks if repeated, but not criminal or gross negligence.                                                                                        | <ul style="list-style-type: none"> <li>i. <b>Failure to disclose conflict of interest</b> – unreported personal/financial interests.</li> <li>ii. <b>Repeated unprofessional conduct</b> – persistent minor breaches despite warnings.</li> </ul>                                                                                                                                                                  | <b>Level 2</b> | <ul style="list-style-type: none"> <li>• Formal written reprimand</li> <li>• Temporary suspension (1–6 months)</li> <li>• Mandatory ethics retraining</li> <li>• Temporary exclusion from leadership roles</li> </ul> |

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|                                |                                                                                                                                                     | iii. <b>Misuse of PMI logo/brand identity</b> – unauthorized use for personal gain or misrepresentation.<br><br>iv. Inappropriate use of confidential information (non-critical).                                                                                                                                   |                |                                                                                                                                                                                                   |
| <b>LEVEL 3 – SEVERE BREACH</b> | Serious violations of ethical and professional standards that harm individuals, compromise organizational integrity, or intentionally breach trust. | i. <b>Bribery</b> – offering/accepting value to influence decisions improperly.<br><br>ii. Facilitation payments (kickbacks).<br><br>iii. <b>Data misuse</b> – unauthorized use or sharing of confidential data for gain.<br><br>iv. <b>Whistleblower retaliation</b> – harassment or penalizing ethical reporters. | <b>Level 3</b> | <ul style="list-style-type: none"> <li>• Suspension (6–12 months)</li> <li>• Termination of membership</li> <li>• Public censure</li> <li>• Permanent disqualification from leadership</li> </ul> |

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|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                     |                                                                                                                                                                                            | v. <b>Fraud</b> – intentional deception (e.g., falsifying records).                                                                                                                                                                                                                                                                         |                |                                                                                                                                                                                                                          |
| <b>LEVEL 4 – CRITICAL BREACH / GROSS MISCONDUCT</b> | Grave violations involving criminality, gross negligence, or actions that fundamentally breach ethical and legal norms, severely harming individuals, the profession, or the organization. | i. <b>Embezzlement</b> – misappropriation of funds.<br><br>ii. <b>Sexual harassment</b> – unwelcome sexual conduct violating dignity and safety.<br><br>iii. <b>Serious legal breaches</b> – criminal offenses (e.g., money laundering, cybercrime).<br><br>iv. <b>Repeat severe offenses</b> – persistent severe breaches after sanctions. | <b>Level 4</b> | <ul style="list-style-type: none"> <li>• Permanent expulsion</li> <li>• Referral to law enforcement/regulators</li> <li>• Public disclosure of misconduct</li> <li>• Lifetime membership &amp; leadership ban</li> </ul> |