1.0 Organizational Governance
Perquisites Policy

Issued By:	Effective Date:2024-06-11
Approved By:CEO	Next Review Date:2028-07-06

Perquisites Policy

1. PURPOSE

1.01 The purpose of this policy is to establish a transparent, accountable, equitable, and legally compliant framework governing perquisites, exceptional employment-related benefits, and other non-standard organizational arrangements at E3 Community Services Inc. (E3).

1.02 This policy supports:

a) Compliance with the Broader Public Sector Accountability Act, 2010 and related directives
b) Responsible stewardship of public funds
c) Transparency and accountability in organizational decision-making
d) Consistent governance related to exceptional employment-related arrangements
e) Alignment with organizational compensation, recruitment, reimbursement and financial governance practices
f) Protection of organizational integrity and public trust

1.03 E3 Community Services Inc. is committed to providing services that are inclusive, accessible, and respectful of all individuals in accordance with the Accessibility for Ontarians with Disabilities Act (AODA), the Ontario Human Rights Code, and the organization's Diversity, Equity, Inclusion, Accessibility and Belonging (DEIAB) commitments.

2. SCOPE

2.01 This policy applies across all E3 operations to all:

a) Employees
b) Managers
c) Directors
d) Volunteers
e) Placement and practicum students
f) Temporary workers
g) Contractors where applicable
h) Agency personnel where training requirements are identified by E3

2.02 This policy applies to:

a) Perquisites
b) Exceptional employment-related arrangements
c) Recruitment-related incentives or allowances
d) Relocation supports
e) Non-standard reimbursement arrangements

f) Organization-funded benefits not generally available to employees
g) Any other personal benefit funded directly or indirectly by the organization outside established compensation and benefit programs

3. POLICY

3.01 E3 is accountable for the appropriate use of public funds and is committed to maintaining transparent, prudent, equitable, and defensible practices related to organizational expenditures and employee-related benefits.

3.02 Perquisites are only permitted in limited and exceptional circumstances where they are:

a) Demonstrably business-related
b) Necessary to support legitimate organizational objectives
c) Directly connected to operational requirements
d) Reasonable and proportionate
e) Compliant with legislative and broader public sector accountability requirements
f) Appropriately approved in accordance with organizational governance requirements

3.03 Perquisites shall not be provided where the item, service, arrangement, or benefit:

a) Primarily provides a personal benefit unrelated to organizational business
b) Is available primarily for recreation, entertainment, or social purposes
c) Could reasonably be perceived as inappropriate, excessive, or inconsistent with public sector accountability expectations
d) Conflicts with legislation, organizational policies, funding requirements, or public accountability obligations

3.04 The following perquisites are prohibited under any circumstances unless specifically required by legislation:

a) Club memberships for personal recreation or social purposes, including fitness clubs, golf clubs, or social clubs
b) Season tickets or memberships for sporting, entertainment, or cultural events
c) Clothing allowances unrelated to health and safety, operational, branding, or bona fide job requirements
d) Access to private health clinics or private medical services outside insured benefits or legislatively required accommodations
e) Professional advisory services for personal matters including tax planning, estate planning, or financial planning
f) Personal expenses unrelated to organizational business
g) Personal gifts, incentives, or allowances inconsistent with organizational governance frameworks

3.05 Perquisites shall not be offered, promised, approved, or provided through:

a) Recruitment discussions
b) Offer letters
c) Employment agreements
d) Reimbursement arrangements
e) Onboarding processes
f) Informal verbal commitments
g) Any other employment-related arrangement unless approved in accordance with this policy and related organizational governance requirements

3.06 Any recruitment-related incentive, relocation support, exceptional employment arrangement, or non-standard reimbursement arrangement must:

a) Comply with organizational compensation and recruitment policies
b) Comply with applicable broader public sector accountability requirements
c) Be operationally justified
d) Receive documented approval prior to commitment or implementation
e) Be maintained in accordance with organizational records retention requirements

3.07 Nothing in this policy creates an entitlement to:

a) Exceptional compensation arrangements
b) Relocation supports
c) Discretionary reimbursements
d) Immigration-related financial supports
e) Executive-style perquisites
f) Any benefit outside established organizational compensation and benefits programs

3.08 All organizational expenditures related to employee or workforce-related benefits shall reflect the following principles:

a) **Accountability:** E3 is accountable for the responsible stewardship of public funds. All expenditures must support legitimate organizational objectives.
b) **Transparency:** Perquisite-related rules, approval requirements, and governance expectations shall be clear, understandable, and consistently applied.
c) **Value for Money:** Organizational resources shall be utilized prudently, responsibly, and in a manner consistent with public sector expectations.

3.09 Failure to comply with this policy may result in:

a) Revocation of approvals
b) Denial of reimbursement
c) Corrective action
d) Disciplinary action up to and including termination of employment or engagement
e) Reporting obligations
f) Financial recovery actions
g) Other organizational responses as appropriate

4. DEFINITIONS

Perquisite: A privilege, arrangement, reimbursement, allowance, or organizationally funded benefit that provides a personal benefit to an individual and is not generally available to employees through standard compensation, insured benefits, reimbursement, or organizational programs.

Exceptional Employment Arrangement: A non-standard employment-related commitment, allowance, reimbursement, support, or benefit outside normal organizational practices or approved compensation structures.

Recruitment-Related Incentive: Any financial or non-financial arrangement offered to support recruitment, retention, relocation, onboarding, or workforce attraction activities.

Relocation Support: Any organizational reimbursement, allowance, payment, or financial support related to moving, housing, travel, or temporary accommodation associated with employment.

Broader Public Sector (BPS) Requirements: Legislative, regulatory, funding, or accountability requirements applicable to publicly funded organizations, including the Broader Public Sector Accountability Act, 2010 and related directives.

5. RESPONSIBILITIES

Board of Directors / Leadership

a) Support organizational accountability and governance related to public funds and organizational expenditures
b) Approve organizational governance frameworks where applicable
c) Ensure compliance with applicable BPS accountability obligations
d) Review exceptional arrangements where required

Chief Executive Officer (CEO)

a) Approve any allowable perquisite or exceptional arrangement where appropriate
b) Ensure organizational compliance with BPS accountability requirements
c) Ensure organizational practices align with public accountability expectations

People & Culture

a) Maintain organizational oversight related to employment-related perquisite governance
b) Ensure recruitment-related arrangements align with organizational policies
c) Maintain appropriate documentation related to approved arrangements
d) Provide guidance regarding policy interpretation and compliance
e) Support organizational consistency and risk management

Finance

a) Support financial oversight and accountability related to organizational expenditures
b) Support appropriate financial controls and documentation requirements
c) Monitor compliance with financial governance expectations

Managers and Supervisors

a) Ensure no unauthorized commitments or arrangements are offered
b) Escalate exceptional requests through established approval processes
c) Ensure compliance with organizational governance requirements

Employees and Workforce Members

a) Comply with organizational policies and approval requirements
b) Avoid seeking or accepting unauthorized arrangements or reimbursements
c) Provide accurate documentation where reimbursement or approval processes apply

6. LIMITS

6.01 This policy does not apply to:

a) Insured employee benefit plans
b) Pension programs
c) Approved compensation structures
d) Approved collective agreement provisions where applicable

e) Legislatively required accommodations
f) Approved accessibility accommodations
g) Health and safety requirements including required personal protective equipment
h) Organization-approved training and professional development
i) Approved travel or expense reimbursements managed under organizational expense policies
j) Items generally available to employees on a non-discriminatory basis

6.02 Any allowable arrangement must:
a) Comply with applicable legislation
b) Comply with funding requirements
c) Comply with organizational financial controls
d) Be appropriately documented
e) Be capable of withstanding public and audit scrutiny
f) Support legitimate organizational purposes

6.03 No manager, supervisor, or employee may independently authorize or commit the organization to exceptional arrangements outside delegated authority.

7. PROCEDURE

7.01 Request and Review

Any request for an exceptional arrangement, reimbursement, allowance, relocation support, or perquisite shall be:
a) Documented in writing
b) Operationally justified
c) Reviewed against legislative and organizational requirements
d) Escalated through appropriate approval processes

7.02 Approval Process

Allowable arrangements requiring approval shall:
a) Receive appropriate leadership approval prior to commitment or implementation
b) Include sufficient documentation outlining rationale, cost, duration, and business purpose
c) Be retained in accordance with organizational records retention practices

7.03 Recruitment and Employment-Related Arrangements

Recruitment-related incentives, relocation supports, or exceptional employment arrangements shall:
a) Be reviewed in consultation with People & Culture
b) Align with approved organizational frameworks
c) Comply with recruitment and compensation governance practices
d) Not be communicated or promised prior to approval

7.04 Documentation and Retention

Documentation related to approved arrangements shall be maintained confidentially and retained in accordance with organizational retention requirements.

7.05 Public Accountability and Disclosure

Where required by legislation, directive, funding obligations, or organizational governance requirements, E3 may publicly disclose allowable perquisites or exceptional arrangements in accordance with applicable legal and privacy requirements.

8. REFERENCES and RELATED STATEMENTS OF POLICY
This policy aligns with the following legislation and organizational commitments:

a) Broader Public Sector Accountability Act, 2010
b) Ontario Broader Public Sector Perquisites Directive
c) Employment Standards Act, 2000
d) Ontario Human Rights Code
e) Accessibility for Ontarians with Disabilities Act, 2005
f) Occupational Health and Safety Act
g) Personal Information Protection and Electronic Documents Act (PIPEDA), where applicable

Related Organizational Policies
a) Workforce Recruiting and Selection Policy
b) Compensation and Payroll Policies
c) Travel and Expense Reimbursement Policy
d) Immigration Support and Employer Sponsorship Policy
e) Financial Governance Policies
f) Workplace Accommodation Policy
g) Privacy and Confidentiality Policy
h) Code of Ethics

9. ATTACHMENTS
N/A

APPENDIX A – Superseded and Replaced Policies

This Appendix identifies policies, procedures, or guidelines that are rescinded and replaced by this Policy. It is included to ensure clarity, eliminate duplication, and prevent reliance on outdated policy language.

As of the effective date noted on page 1, the policies listed below are formally superseded and are no longer in effect. In the event of any inconsistency between this Policy and a previously issued policy or procedure, this Policy prevails.

Nothing in this Appendix or this Policy limits or replaces the organization's obligations under applicable legislation. Where legislative requirements exceed the provisions of this Policy, the legislation prevails.

Superseded policies will be archived in accordance with the organization's document retention practices for historical and compliance purposes only and shall not be relied upon for operational decision-making after the effective date of this Policy.

Superseded Policies:
01-01-04 Perquisites Policy (Updated)